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ABSTRACT

In response to growing unemployment among professional personnel in the aerospace industry, a series of 175 workshops were conducted by the American Institute of Aeronautics and Astronautics (AIAA) in 43 cities. Nearly 15,000 unemployed engineers and scientists attended the workshops and reviewed job counseling and placement services from volunteer groups working to match skills and jobs. Developed to provide information for organizing future workshops, the techniques described in this handbook came from previous workshops across the nation. The handbook covers organization, finance, interagency coordination, and interviewing problems. Two related volumes are available as VT 015 461-015 462 in this issue. (BH)

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AIAA EMPLOYMENT WORKSHOPS

September 1, 1970 - December 31, 1971

VOLUME III

WORKSHOP HANDBOOK

A Demonstration Manpower Project

Undertaken by the American Institute of Aeronautics and
Astronautics in 43 cities in 25 States of the United States
and
Funded by the U.S. Department of Labor
Manpower Administration Contract #82-36-71-01

This report is in three volumes of which this is the third. Volume I is a general overview of the Employment Workshops program. Volume II is an analysis of the effectiveness of the program based on survey data collected during and two and six months after the conclusion of some of the early Workshops. Volume III is a handbook telling in detail exactly how to organize and operate a Workshop.

PREFACE

The purpose of this volume is to provide information for organizing future Workshops.

No attempt has been made to set down a series of hard and fast rules, for a degree of flexibility is required to accomodate local situations.

Information is given as a series of philosophies and ideas.

Most of these techniques came from Workshops that existed all over the country, and they illustrated the concept of flexibility, for it was rewarding to see how sheer determination overcame some of the local problems.

Workshops are a product of deteriorating economic times. While they helped a great many people, it is hoped that the need for them in the future, will disappear.

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COUNSELOR/INSTRUCTOR

When the Workshops started in March, 1970, the volunteer group leaders were called Counselors. When the Department of Labor awarded the Workshop contract, it was found that there was a conflict of titles: the Employment Services have trained professionals on their staffs who are called "Counselors."

Some time later, the title of the Workshop counselor was changed to "Instructor," and while an effort has been made to change over all of the notations from Workshop Counselor to Instructor, there may be instances throughout this volume where the old title still appears.

INTRODUCTION

What is an Employment Workshop? What are its objectives, and how does one determine when and where it may be needed?

The primary objective of the Workshop is to prepare professionals to be competitive in their job search and to teach them the most effective techniques of presenting themselves to potential employers in an "employer's" or "buyer's" market. Another objective is to bolster morale and improve attitudes.

Employment Workshops are a means of helping professional people to organize and conduct effective job search programs. The method used is a discussion seminar technique guided by specially trained instructors or group leaders using a structured lesson plan. The material is covered by group discussion, individual homework and criticism of each participant's work by other participants.

The need for a Workshop can only be determined by the organization interested in putting it on. The need for a Workshop in a given area can be determined by one or a combination of factors:

(1) Large number of unemployed registrants with the local Employment Service.
(2) Single large lay-off.
(3) Smaller lay-offs by series of companies.
(4) Professional society survey showing significant number of unemployed.
(5) Newspaper, Chamber of Commerce account of number of unemployed.

Some organizations may wish to have Workshops at regular intervals as a continuing activity regardless of the employment situation because these techniques can be used in career advancement and changing positions even if there is no pressure of unemployment.

A BRIEF DESCRIPTION OF THE WORKSHOP

A basic Workshop consists of three sessions, 2 1/2 to 4 hours long, spaced one week apart. There are variations which will be discussed toward the end of this manual. Generally it is best to have the sessions in the evening. The unemployed should pursue their job searches during the day; many of those serving as instructors will be occupied with their regular employment. Furthermore, appropriate facilities are more likely to be available in the evening.

At each session all the participants are gathered in a large room for introductory remarks pertinent to that session and any announcements which may need to be made. This should not take more than 15 or 20 minutes. Participants are then separated into small groups of four to eight with one trained instructor.

First Session

The first session sets the stage for developing a systematic job search. It is an introduction to career changes and job finding and discusses an overview of the employment situation and the personal circumstances of the participants. Financial, personal and professional self-analysis and skills evaluation and their importance are explained. Sources of employment information and methods of finding employment are discussed at length. The concept of the "hiring influence" is introduced, as is the process of "de-selection." Then the assignment for the next session is given. This is the preparation of a new resume and a personal sales letter. Considerable discussion is then given over to the preparation of these resumes and letters and the reasons for doing them in the suggested manner. Participants are then asked to bring 8 copies of each to the next session so they may be critiqued by the people in their group.

Second Session

The second session is devoted to personal sales materials, the letters and resumes. At both this and the third session participants are asked to sit with a different instructor and participants, thus insuring a broader exposure to varied ideas and approaches. The resumes and letters are individually critiqued. An effective instructor will see to it that most of the discussion is by the participants and that he merely acts in the capacity of a discussion leader, ensuring that all the pertinent points are covered. In addition, at this session preparation of personal sales material and distribution methods are discussed plus systematizing the sales campaign. The important subject of references is also covered, and finally the homework for the third session is given; that is, to prepare for a specific interview and to bring a revised letter and resume plus an interview kit. Some time is given over to discussing in broad outline how to prepare for an interview.

Third Session

The third session is on interview techniques and salary negotiation. The importance of approaching an interview from the viewpoint of the employer's self-interest is discussed along with a review of the various types of interviews which can take place and the absolute necessity of a maximum amount of research on an employer by whom the participant may be interviewed. General preparation for the interview is covered and, finally, questions which are almost certain to come up in any interview along with how best to answer them are treated. The main portion of the final session is given over to role playing in which the instructor will act as an interviewer and each of the participants in turn will be interviewed. The interview will be one which the participant himself has structured, giving the type of organization, the type of job for which he is being interviewed, and indicating who the interviewer is. Each interview is critiqued by the other participants.

Advantages

There are many conflicting opinions on the proper approach to a job search. There are many people, organizations and books that claim to have the one and only answer to job seeking. Experience has shown that there is no one way that is best for everyone. The Workshops offer each man the opportunity of learning and assessing the various methods and applying those which he feels best suit the circumstances and himself. Different situations call for variations in techniques. The Workshop also provides a sounding board to test ideas and approaches.

The principal advantage of the Workshop technique is that impersonal evaluations are offered the participants by their own peers. The criticism, then, is the kind that can be obtained nowhere else; the family is too closely involved and not likely to be objective. Professional guidance or counseling is often narrow and inflexible and reflects only an organizational view or the view of one counselor. A major objective is to see that each person leaves a Workshop with a knowledge of the various job seeking techniques, his own personal plan of action, polished sales materials and interview techniques which he has confidence will work for him.

ORGANIZATION OF A WORKSHOP

Once a decision has been made to organize and hold a Workshop, the whole procedure can be done in about five weeks. A typical schedule would be as follows:

Minus 35 days - starter kit to the organizing group
Minus 28 days - organization meeting
Minus 21 to minus 7 days - instructor recruitment
Minus 18 to minus 14 days - mailings and publicity
Minus 9 to minus 7 days - instructor training
0 day - first session of the Workshop

This schedule can, under ideal conditions and with great local effort, be compressed to as little as three weeks but should not take longer than the above timetable.

The sponsoring organization should have a staff person assigned to this project. He will be the contact with Workshop groups and will give the training and oversee the operation of the various Workshops.

The starter kit contains one each of Appendices A, B, C, D, E, F, G, H and I; it contains a description of the whole Workshop concept, organizational information, and a sample of the materials which will be given to the participants. This kit is sent to the person whom it is anticipated will either organize or lead the Workshop activity. With it, he will be able to prepare for the organizational meeting.

Duties of the Chairman

Using the starter kit, the chairman will find and enlist people to fulfill the various key roles in the Workshops. They include, in addition to himself, an instructor coordinator, an administrative coordinator, a public relations coordinator, and, if possible, alternates for each of the positions.

The chairman will act as administrative head and point of contact for all people responsible for the operation of the Workshop. He should anticipate receiving many phone calls during the organizational process of scheduling sessions, recruiting instructors, initial publicity, reservations, production of materials, and so on. His vice chairman should act as backup during the initial period, as well as during those times when he may not be available to the rest of the committee.

It's important for the chairman to make an early contact with the local State Employment Service so that the ES may participate in, cooperate with and assist in the Workshop activities. An ES representative should be invited to attend all organizational activities as well as all Workshops and the committee should familiarize itself with the services ES has to offer. In many cases, ES personnel will not only be happy to speak at the introductory portion of the Workshop session but also to participate as instructors.

ORGANIZATIONAL MEETING

A week prior to the organization meeting, information kits will be distributed to members of the committee. Starter kits consisting of Appendices A, B, C, D, E, F, G, H and I are given to the chairman and vice chairman. Specialty kits are given to the rest of the committee:

Instructor Coordinator Kit - Appendices C, D, E and G
Administrative Coordinator Kit - Appendices D, E, F, J and K
Public Relations Coordinator Kit - Appendices D, E, F and H

At the organizational meeting, the whole concept, purpose and method of the Workshop is outlined, and then the specific responsibilities of the organizing group are described.

Duties of the Instructor Coordinator

The instructor coordinator is critically important. He must build a corps of instructors from the peer group of those the Workshop hopes to serve. As indicated before, there should be one instructor for every 4 to 8 attendees. Less than 4 makes a group that does not have sufficient interchange of ideas and a group larger than 8 is unwieldy and does not offer each participant sufficient opportunity to take part. Therefore, if it's anticipated that the Workshops will handle groups of 100, somewhere between 12 and 25 instructors will be needed. It's best to line up more instructors than a minimum, since on occasion some will not be able to participate, and during training some will be found to be unfit or will not want to participate. Therefore, it's suggested that any Workshop which plans on handling 100 participants should have no less than 20 instructors enrolled.

As indicated, instructors should be primarily from the peer group. It is best not to have many people from personnel departments of organizations in the business of the group being served or anyone from profit oriented professional employment activities such as employment agencies or career counseling organizations. In a group of 20 instructors, 4 or 5 from personnel departments is acceptable and often desirable. ES people have served very well as instructors.

The instructors should understand the nature of the commitment, one evening a week for three successive weeks for each Workshop. If the unemployment situation is severe and a number of successive Workshops are planned, a commitment of more than one Workshop should be understood. In this case, new instructors can be developed from those who have gone through the course, and instructors are advised to keep an eye out for likely looking prospects among the participants. In this way the program becomes self regenerative. One organization held more than 25 successive Workshops in one West Coast city, and some instructors participated in the program weekly for well over a year.

The instructors should be informed that there will be an all-day instructor training session a week to 10 days before the first Workshop, and the coordinator should determine which of two formats is preferable. One is the all-day session starting in the morning and running through to dinner time with a short lunch break. The other is an afternoon and evening session interrupted by a dinner break.

Because of the length of the session, it's important that comfortable quarters be found. An arrangement whereby food can be brought in so that not too much time is lost in walking to and from the meal and having it served is best. Half an hour to 45 minutes for a light meal (good sandwiches and beverages) works very well.

The instructors are the essential ingredient of a successful Workshop. Only through their proper training and their own guidance of participants can meaningful results be obtained. The instructor candidate should approach the experience with a sense of urgency and sincerity. Interestingly, it's been found through long experience that the instructors are the ones who benefit most from the Workshop experience.

Selecting Instructors

Instructors should be selected by the instructor coordinator. (It is not good practice to request volunteers, and consequently it may be necessary to convince, (sell), some people to become instructors.)

The better instructors come from middle-management positions, i.e. with technical as well as supervisory responsibility. It is helpful to have had marketing background. A project manager on a technical project would be quite suitable: he has handled technical problems, budgets, manpower requirements, schedules, customers, and supervised people.

If a compromise is required in selecting instructors, lean in the direction of the extroverted people-oriented business person rather than the introverted straightforward engineer.

The instructor coordinator has the ultimate responsibility for obtaining the 20-25 instructors that are required; however he will probably have a great deal of difficulty if he tries to do this all by himself. He can obtain help from other professional societies, by requesting that they supply some of the instructors (and, of course, describing the type of persons needed). Other places to draw upon for instructors include banks, Chambers of Commerce, Employment Services, and all the companies in the area. The greater the mix of disciplines, the more interesting the Workshop.

To sell a person on becoming an instructor, it will be necessary to get him to answer "yes" to these three questions:

(1) Is it worthwhile?
(2) Is it within my ability?
(3) Will there be satisfactions?

(1) Is it worthwhile? This is an opportunity to help yourself and the rest of your profession. The skills learned here will be useful for the rest of your career, and there is the added advantage that as a teacher you learn them far better than the pupils. We have found that many instructors use these same skills to provide themselves with a mechanism for obtaining promotions within their own organization.

(2) Is it within my ability? Certainly! You have been selected as meeting the criteria for a good instructor, and we have found that people with these characteristics perform well, after training. We are not trying to develop highly skilled professional teachers; we are trying to develop a cadre of good, well-informed group leaders!

(3) Will there be satisfactions? If learning these techniques helps get a job, won't that be a tremendous satisfaction? In addition, there is also the satisfaction of really helping other people.

It has been found that the selection of instructors occurs in a series of waves. The first wave comes from those people who meet the requirements and willingly take on this function, simply because they are willing to help. These are the "workers" that are found in every organization.

If this does not produce sufficient people then it will be necessary to look for other waves of people. These are the people who meet the requirements but who are not as willing to take on an additional function. These are the people who must be sold on the idea. It has been found that merely presenting information on paper is not good enough; they must be sold on a person-to-person basis. One way to do this is to call them together as a group, and then have someone, (preferably from the sponsoring institution), speak to them about the details of the Workshop and the functions of the instructor. Such a meeting could last for about two hours and provides the best mechanism for convincing potentials to sign up as instructors; this meeting permits an interchange of ideas and questions in a way that the plain memo cannot.

Other Responsibilities

The instructor coordinator is responsible for seeing to it that a sufficient number of instructors are on hand for each session, and he should be prepared to telephone each instructor the day before or the day of every session so that he can be sure how many he will have on hand and to make replacements if necessary. He should also schedule a 15 or 20 minute briefing session for the instructors half an hour before the beginning of each Workshop session. This will enable him to review what is to be covered that night and to discuss any problems or answer any questions which may come up. It also affords the instructors an opportunity of sharing their own ideas and experiences.

The instructor coordinator is also responsible for developing job opportunities and statistics that can be shared with the participants at the beginning of the second and third sessions, and job lead cards generated by the participants plus other information that comes to the attention of the committee can be posted on simple job boards for display to the group.

The job board can be a simple cork board which can be used with thumb tacks or a blackboard which can be used with scotch tape. Participants are given cards (samples of which are in Appendix G) and asked to write down information on any open positions they may hear of, or those which they have investigated and found not suitable. A brief description of the job and the contact should be noted, and then the cards placed on the job board each week. This is an effective mechanism but experience shows that participants have to be urged every week to do this.

Some Workshops have seen fit to have representatives of organizations with bona fide job openings on hand to interview after the regular session has finished. Announcements relative to specific hiring activities can be made when the entire group assembles together before breaking into smaller groups.

It is a primary responsibility of the instructor coordinator to audit the separate sessions in order to evaluate the effectiveness of these instructors. This will also permit him to cross fertilize the new ideas from group to group.

Duties of Administrative Coordinator

The administrative coordinator is responsible for facilities, telephone answering service, registration and program materials.

Facilities

It has been found that the best facilities for Workshops are schools and universities where there is an auditorium for the entire group and classrooms for the individual instruction groups. In this case, classrooms which have tables rather than rows of desks are preferable. Many elementary or junior high schools do not have this kind of arrangement, and church schools often provide an excellent alternative. If one is hard pressed, a large cafeteria may be used, making sure that there is adequate separation of groups. It is most important that the group be informal and not have the appearance of a lecture session. Providing refreshments seems to be a distraction.

It's important to make sure that the facility chosen is one which does not have a specific closing hour. Not all groups will break up at the same time. Some may be through in two hours while others may go four hours, and when there is the pressure of an absolute closing time the sessions tend to lose a great deal. They should be able to go as long as they see fit.

Telephone Answering Service

Though it may seem to be a small matter, the telephone answering service is most important. Experience has shown that a professional answering service provides the best means of controlling responses and maintaining accurate records. Such services are generally competent and reliable, operating morning to evening or even 24 hours a day, and are reasonable in price. The number of calls that can be expected is so great that no individual should try handling them himself. Furthermore, it's important that every call be answered. The people being dealt with are discouraged enough without having to have their initial attempt to get help go unanswered.

Publicity and promotion should list the answering service telephone number which can then take the name, address and phone number of each potential participant, give him the date and location of the Workshop, and at the end of each day forward to the administrative coordinator cards for each of the enrollees. It may well be that at a certain point there will be more enrollees than the Workshop can accommodate, and so a second Workshop list will have to be built. As it becomes obvious that a second Workshop will have to be held, dates must be selected so that the answering service can give the dates of the Workshop which that particular enrollee will be able to attend. If this cannot be done, the caller should be advised that he will be sent a card advising him of the time and place of his Workshop. It is not a good idea to have these calls coming into someone's office or home. The professional answering services are open 24 hours a day and can do the job best.

Attendance

Reservations received from the answering service should provide the base for the participant list for each Workshop. It's necessary to control the flow of participants into the Workshop area, so a limited access should be provided in order that everyone can be registered and given a pack of materials that will be needed for all three sessions. Attendees are given one each of Appendix A and B. Pocket name badges or similar identification are essential because of the round table nature of the Workshop. Furthermore, they tend to create a personalized atmosphere at each session.

One must anticipate a no-show factor that can be expected at the first session, and therefore some stand-by participants can generally be accomodated. In nearly every case, there will be people who have not called but have somehow found out where the session is to be held, and it is these people who can take up the slack caused by the no-shows. Under no conditions, though, should so many people be taken in as to increase the number of participants per instructor past 8. Participants should not be allowed to enter the program after the first session. The program is built in such a way that the information from the previous session is necessary to be able to understand what follows. Therefore, people who may show up at the second or third sessions or ask to be allowed in at that time must be told they have to start from the beginning.

Materials

The sponsoring organization should provide all printed materials. These printed materials consist of the "Seven Steps to Success", containing overall information, and a Handout describing the workshop and showing letters, resumes, and interview information.

Sufficient time must be allowed before the first workshop to collate and prepare the participant packages. It may be necessary to have a few extra people on hand for the registration process. Someone from the sponsoring organization should be present for each of the first workshop sessions to see that things go smoothly and also to handle any unforseen problems that may arise.

Duties of Public Relations Coordinator

The public relations coordinator is responsible for publicizing the Workshop. Once it is going he should also see to it that stories are developed in the local media about the Workshop, and this will serve to keep interest up and promote attendance. It has been found that in most cases controlled publicity is more satisfactory than a broadside campaign. It also permits better pre-registration of participants. If the affected group is a membership group or a group that can be reached with some particular mailing, it's best to direct that mailing to that list of that group if at all possible. Notices should be distributed or mailed to organizations which may be terminating employees so that they can be informed of it at the time they are laid off. Controlled announcements, newsletters, posters and other means can be used to reach people outside the normal organizational channels. It's critically important to emphasize the need for pre-registration and reservations. Otherwise, embarrassing situations can arise when more people appear than can be properly served. Newspapers, radio and television will often give free time through public service announcements to help publicize the Workshops once they are established.

Experience also shows that public relations activities are far better handled by someone experienced in this work rather than someone from another profession who merely thinks he might be good at it. The professional PR type knows what to do, how to go about it in the most effective way, and nearly any professional or business group has access to these people.

The local Employment Service can be a tremendous help with public relations in that they have good connections with the newspapers and radio and television stations. They may also provide a mailing list of those people who would be interested in a workshop.

Sample direct mail flyers which can also be used as posters are included in Appendix F. Initial publicity and direct mail should begin approximately 2 to 3 weeks prior to the date of the first workshop session.

WORKSHOP FINANCES

Workshop finances, which should be handled either by the chairman, vice chairman or administrative chairman, depend on the nature of the sponsoring organization. There should be very close control over expenses to see that they don't get out of hand. If possible, small bills should be paid by the local group, the costs accumulated, and then forwarded on in batches with proper support or invoices to the sponsoring organization which can reimburse the local people. Larger bills which might create a burden for the local group should be forwarded directly to the sponsoring organization with a note of approval from the local committee and payment can then be made directly to the person or firm for the service rendered. Items which may be considered as allowable costs would include:

the telephone answering service

the printing of materials for participant packages

publicity

printing

mail costs (bulk mail should be used whenever possible)

labor needed for the preparation of participant packages and registration activities (though as much volunteer help should be obtained as possible)

the placement of small advertisements in the classified employment section of newspapers (after the program is under way)

Such costs as instructor and committee meals and travel should not be recoverable. Much of the value of the program is due to its volunteer nature which gives it considerable credibility with the participants. However, finances and how they are handled depend entirely on the organizations involved, but the volunteer aspect is most important.

INTERRELATIONSHIP WITH STATE ES

There should be a direct interface with the local State Employment Service from the very beginning. It can be of considerable assistance, and on the other hand, the workshop can be of assistance to the Employment Service. The ES, for instance, has lists of unemployed people who would undoubtedly benefit from the workshop and can be helpful in generating attendance. It also has excellent media contacts and its PR capabilities should be used to the fullest extent. ES can also provide speakers and occasionally some instructors. They are often prepared to discuss labor market information, national, state and local inter-area recruitment activities, job banks, and the general services and facilities of the Employment Service. They can also answer questions about programs that may be available to benefit the unemployed and the rights which unemployed have and important information on unemployment insurance .

* * * *

All of the foregoing must be discussed and understood in the organizational meeting. Other meetings of smaller groups may be necessary. It's a help if each of the people responsible for various facets of the workshop activity have easy and liberal access to phones and secretarial service to help them in the performance of their required duties.

THE TRAINING SESSION

The instructor training session is the next formal activity in preparing for the Workshop. A tape recording of an actual training session is attached. (See Appendix L.)* It is essential that anyone seriously considering a Workshop listen to the tape not just once but several times.

First of all, everyone involved must understand the commitment that must be made to a training session. It cannot be done in a short period of time. Eight to ten hours are required. An entire day, or an afternoon and evening, must be devoted to it.

Facility

Because the session is long, it is important that a pleasant facility be available. People should not be jammed together but should be able to spread out and have comfortable seats. A small auditorium is excellent because there is ample room, projection facilities are on hand, and the sound system is good. Each instructor will have been given in advance a copy of the Instructor's Handbook and associated material. It will be necessary to serve a light meal about halfway through the training session. A regular meal takes too long, makes people sleepy, and is too expensive. If good sandwiches, coffee, beer, soft drinks and a light dessert can be provided, it's ideal, especially if they are available right on the premises. Much is lost if the group has to break, walk or drive a distance to a place to eat, wait to be served, and then come back. It's likely that some will, during such a break, just drop out and not return. At any rate, momentum is lost and interest must be rebuilt.

Hotels or motels are poor for this kind of session. In the first place, they are expensive, and in the second place, there is no guarantee that there won't be a noisy reception or musical program in the next room. Furthermore, it is not likely to be comfortable.

Introduction

The instructor trainer should introduce himself to each person as he arrives, give him a name tag, and note where he sits. Unless the trainer is blessed with exceptional eyesight or outstanding memory, it's not easy to remember who is whom, and it's most important that he be able to identify each of the trainees by first name consistently throughout the session. One way of handling this is to make a diagram of the area in which the trainees are seated and put their names down in the appropriate spots so that they can be called upon by name or recognized when they ask questions or have comments to make. The training session, like the regular workshop sessions, depends heavily on participation and discussion to help make the points. After an introduction, the training session follows the outline of the course itself. The reason for this is so the instructors will see exactly what their role is and see how the course is structured and builds logically to the end. The trainer will need good sound equipment, a projection screen, overhead projector, (view graph), blackboard, chalk and eraser in addition to a table for his use and a comfortable chair. If he is seated during the dialogue portions of the session, it will go better as the appearance of a lecture is minimized and also, he will get a rest from continuous standing. Instructors will be seated during workshops.

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* In those books not containing the tape, this tape is available on loan, by writing to Mr. Geoffrey A. Potter, A.I.A.A., 1290 Avenue of the Americas, New York, New York 10019.

After asking each of the trainees to identify himself to the rest of the group, the trainer sketches the background of the workshop program and how it came to be in the particular location. He explains that the purpose of the workshops is to provide the professional who is out of work, soon to be laid off, or wishes to change his employment, with some of the techniques that have proven effective in the current market.

Modus Operandi

The method used in conveying information to the workshop participants is by means of groups of 4 to 8 participants with an instructor as leader of each group.

The instructor is not expected to have all the answers to all the questions. Instead, he should be a leader or moderator and require active participation from the participants in order to stimulate the interchange of ideas. This is similar to the methods used in leading a conference. His job is to see that all the points are covered and the questions answered with a maximum of discussion and interchange.

The trainer then describes the actual functioning of the Workshops and notes that each participant will receive a Handout, Appendix A, and the "Seven Steps to Success," Appendix B. The attendee handout is similar to the Instructor Handbook, Appendix C, but without the instructor notes. The Instructor Handbook contains lesson plans for each of the three sessions and the instructor refers to these during the sessions.

The trainees are told that as instructors for the program, they will find that there are many conflicting opinions on the proper approach to a job search. There are many people, organizations and books that claim to have the one and only answer to job seeking. Experience has shown that there is no one way that is best for everyone in every situation. Each man must learn and assess the various methods and apply those which in his opinion best suit the circumstances. Different situations call for variations in techniques, and the idea of trying to develop one universal method will dilute the overall method. The workshops try to offer a philosophy and hope that each man adapts it to suit himself.

Of great value is the fact that the workshops provide a sounding board to test ideas and approaches. Impersonal evaluations are offered by the other participants who will tell what one's efforts really look like to them. This is a type of service not readily obtainable in any other fashion and allows a man to polish his efforts.

The major objective is to see that each person leaves the workshop with a knowledge of the various job seeking techniques and with his own personal plan of action in addition to letters and the resumes he believes will work for him.

Characteristics of the Labor Market

At this point, it's essential that the trainer start interacting with the group. How this is done is best explained or demonstrated by listening to the tape. However, he now turns his attention to a discussion of the characteristics of the employer's market. He involves the trainees by asking them by name what they think the characteristics of the market are and by discussing their ideas and having others discuss their ideas. It's his job to elicit the responses he's anxious to have which are:

1) more people than job openings
2) employers more specific in their requirements -- therefore hiring specialists rather than generalists, and
3) employer wants to know what the employee can do for him

In the course of the discussion, new and interesting points are always made, and by leading the discussion properly the trainer can get general agreement on the characteristics of the market.

Characteristics of the Attendees

In the same way, he will discuss the characteristics of today's technical professionals. The basic ones he would like to get across are:

1) do not comprehend today's job market
2) tend to de-rate their own worth
3) believe that if they provide enough data everything will be all right
4) hate to ask for help
5) resist taking unemployment payments
6) dirtiest four-letter word in the language is "sell"
7) concentrate search on own interests
8) want cookbook solutions or easy to follow panaceas

At this point, the trainer will be able to begin to illustrate points with true examples or ones so common that everyone will recognize them even if they haven't actually happened in their own experience.

An engineering group, for example, asked trainees, in order to illustrate #2, what they thought they were worth. Engineers typically answer with a monthly salary, and so for example let's take the monthly salary of $1,250, a small and unimpressive number. The trainer than asks the trainee to translate that to a yearly salary which is $15,000. He then points out that most management experts say that an employer invests twice salary in supporting a professional through his share of overhead, a secretary, office, supplies, travel, etc. Thus, the $15,000 a year now becomes $45,000 a year. The trainer then asks what sort of a commitment in years the man would plan on making with an employer. The answer is generally at least ten years. Thus, the figure is now $450,000 without any raises. It's then pointed out that any employer certainly wants a return on his investment, and therefore the engineer who is thinking in terms of $1250 has to think of himself instead as a package in which he's asking an employer to invest around half a million dollars. In this way, a very fundamental point is made, i.e., from an employer's point of view the man is often worth a great deal more than in the terms in which he tends to think of himself, and more is at stake in making the sale.

Training Technique

This technique of training by involving and drawing out the trainees is not difficult, but the tendency with new trainers is nearly always to lecture because they are too impatient to let the answers develop from the floor, which is far more effective. For instance, an excellent technique is when a question is asked to turn it back as, "What would you do?" or "Joe, how would you answer George's question?"

Basic Precepts

The trainer then summarizes the basic precepts of the Workshop.

1) It is a sales campaign.
    a. The product (the man) is very valuable and as such deserves a proper sales campaign.
2) Catalog and quantify your achievements.
3) The employer wants to know what you can do for him.
4) Avoid the "de-selection" process.
    a. Use a letter.
    b. Resist the resume and application.
    c. Don't fill in all (the ones which could hurt you) blanks.
5) Direct your approach to the "hiring influence."

These five points will naturally raise a lot of questions immediately, and the trainer must ask the participants merely to keep these five basic points in mind as they will be explained as the course goes on, but they should be aware of them as the session develops.

This point, though, presents one of the major difficulties which trainers run into. The trainer has a well-structured plan for the session, but since he is involving his pupils, he's continuously going to be asked questions that do not bear directly on what he wants to talk about at that moment. If during the course of a long day he continually says that he can't cover them then, and that he will be getting to them later and thus sticks to his script, he'll lose a great deal. For one thing, the questions which may have been very good ones are likely to be forgotten when the "proper" time comes, and his pupils will feel he's unresponsive. Therefore, he is going to have to be adroit at deciding which questions to answer immediately, even though they're out of order, and how far he should go in answering them or bringing them up for discussion. A good trainer is going to field a number of these questions during the session, and it will take the session out of its ordered structure. At the end of the session, some of the participants, when asked for critism, are going to say that his presentation was disorganized and rambled. However, when his instructors go to their first Workshop, they will encounter the same problem and realize how unavoidable it was. The good trainer will also point this out the first time he is forced to deviate from the pattern in order to answer the question he feels he should.

At this point, the trainer is about to take the trainees through the remainder of the session as though it was an actual Workshop, and we're going to do that here in abbreviated form. Again, we urge that the full tape be listened to for details. Because of the depth of coverage of the Workshop session in the instructor training, the same ground will not be covered in the later discussion of the actual Workshop sessions.

Questionnaires

To check on the Counselor Training Session and the Workshops, themselves, questionnaires were devised requesting ratings, reactions and comments. Samples are in Appendix J. It's not necessary to survey every Workshop but AIAA felt it was worthwhile to do so. The comments and criticisms obtained can be helpful in assessing performance and methods. These questionnaires provided a portion of the information in this volume.

FIRST SESSION

The instructor should introduce himself to the participants and in a very few minutes explain the general format of the three sessions and what's expected in participation and preparation. He should then invite each participant to give a two or three minute introduction of himself to the group, tell about his background, describing his present situation, and if he is unemployed, to talk briefly about how he has coped with that situation.

The instructor should explain the confidential nature of the program. Surprisingly, participants will tell a great deal in these sessions that they would not ordinarily in conversation with people they do not know well. They are going to be asked to talk about evaluating themselves as professionals, which they may well do with an unaccustomed frankness; they will discuss salaries and often serious personal problems that have affected their work or have arisen because of their unemployment. It should be stressed to the participants that what they hear at the session goes no further than that room.

Then, the following points should be covered, drawing from the ideas and opinions of all the participants:

> The general employment market situation in the particular profession.
>
> How to evaluate the economic and emotional situation--the necessity of maintaining morale--involving the family in the problem, (an outstanding presentation of this subject is found in the first chapter of the 7 Steps Book).
>
> Why an employer's market generally demands specific, not general, experience and skills.
>
> How to determine one's own specific job objective from four frames of reference: most desirable, acceptable, undesirable but will accept if necessary, and what the unacceptable limit is.
>
> How to put limits on the above four frames of reference in the areas of salary, geographic location, types of work, and other criteria that may be individually significant. The instructor can make a matrix to demonstrate this and a graph which allows a person to put values on various factors as demonstrated in the handout material.
>
> The necessity of considering switching fields. How to go about it, and what match-ups there are. That these switches can be made must be emphasized because most people are reluctant to believe it.

In this kind of a discussion the participants must enter in, because it's far more effective to have one of the participants say that such a switch can be made and show how than for the instructor to do it. The instructor may be felt to have a point of view he's trying to put across that he hasn't had to face himself. The participant has no axe to grind, and so often has more credibility with the others, which is why it's valuable for the instructor to let participants make as many of his points for him as he can.

Why it is so necessary to plan and conduct a well-organized job search effort.

Where to find employer information. There's ample material on this in the handout information.

What various sources of finding employment are: advertisements, personal contacts (don't hide your unemployment -- tell everyone who might help), agencies and counselors, business news, universities, societies, etc.

How to prepare a list of definitive accomplishments. Here's where the first real break with traditional methods comes. Most people lists their activities or give job descriptions. The Workshop points out that an employee's achievements or accomplishments are of far greater interest to an employer. If a potential employee can demonstrate that he has saved a previous employer money, increased sales or made a product more efficient, and the potential employee can demonstrate the value of that benefit, the employer can make a translation as to what the man might do for him. This is generally a fairly long discussion.

Hiring Influence

This is followed by a discussion of the "hiring influence" -- who, it should be pointed out, is rarely the personnel man. The final hiring decision is generally made by the person for whom the employee will work. It's not always easy to identify that person, but it's important to make an effort and this, too, ends up being a fairly substantial discussion.

Deselection

Next, the process of "de-selection" is covered. A good way to approach it is to ask the participants what they would do if they received 1,000 responses to an ad. Practically without exception, what they will describe in one way or another is a process of "de-selection." In other words, they will eliminate people for a wide variety of reasons, and as they give these reasons, they will suddenly begin to see what kinds of things they should not be telling people about themselves in making written applications for jobs. Some of them are age, sex, previous salary, the inclusion of inappropriate experience, and so on.

Personal Sales Materials

The instructor is now ready to commence discussion of personal sales materials. He describes the concept of writing a letter rather than a resume, and quickly asks the participants to read the "Maritime Electronics Engineer" advertisement and the letter replying to it. He then asks for their reactions, and after a full discussion of that ad and letter, the idea of why a letter is written and what it should say begins to be well accepted by most of the attendees. Again, it's essential to listen to the tape of this discussion to understand the background as it's a true case.

Next the subject of resumes and what their purpose is and what types there are is covered.

He discusses selling ones self as a product and describes the selling steps.

They are:

1) planning, prospecting and uncovering the specific need(covered in the first session of the Workshop).

2) making the presentation (the second and third sessions).

3) handling objections and closing (the third session).

He points out that the salesman sells a product to a customer. He must know the product. He must know the customer's needs. In job seeking, the salesman and the product are the same, and dishearteningly the salesman too often appears not to really know the product.

Homework for Second Session

The instructor then gives the assignment for the next session, which is to prepare eight copies of a new letter and eight copies of a new resume, preferably directed toward an advertisement the participant is interested in or a specific job he would like to have.

SECOND SESSION

Surprisingly, at this point about half the training session will be over, since most of the ground-work on letters and resumes will have been covered thoroughly. The time that would be taken in the actual review of each attendee's letter and resume in the actual session is not necessary in the training session, since a couple of each will suffice as examples. Likewise in the third session , it will only be necessary to do a few sample interviews rather than interviews with all of the participants.

Letters

In the second session, the participants must understand why it's preferable to use letters, the purpose of a resume, and how they both should be prepared for the greatest impact and effectiveness.

The purpose of a letter is to get an interview. No letter or resume ever secured a job. At best it produced an interview. The interview is where the job is landed, (the sale made).

Letters should at the most be one page long. There are two types: shotgun or broadcast types, most widely used; and tailored letters aimed at a job with a specific company and specifically aimed at that one company only. The latter are the most satisfactory for answers to advertisements. (See the instructor book for examples.)

One reason an employer will call in the letter writer is because he has sold him the idea that he can solve his problems better than anyone else with whom he has had contact. For this reason the letter should be used to attract his attention. The letter should use short words, sentences and paragraphs. It is much like the preview of coming attractions in the movies. It shows portions of good parts and promises more if the viewer will go to the whole show. In other words, it stimulates interest.

The first paragraph should arouse the reader's interest by means of a simple statement of an accomplishment related to the job being sought.

In the second paragraph tell the employer why the writer is contacting him, and in the third paragraph provide further specific examples of accomplishments lifted directly from the inventory of accomplishments prepared for the resume. They should clearly demonstrate how past experience benefited previous employers. Next, a short paragraph on appropriate education, and in the last paragraph an interview should be requested.

The letter must be addressed by name and position title to the "hiring influence," never to "To whom it may concern" or "Sales Manager" or "Vice President, Production," or "Chief Engineer."

It's best to put letters in the mailbox on Monday so that they will arrive during the middle of the week. Monday is a heavy mail day, and Friday is also a poor day. A good letter can anticipate a 2 or 3% positive response. A positive response is not just an answer. It's an expression of further interest or, best yet, a request for an interview. An answer that says the letter will be filed is no answer at all.

A well organized follow-up program has to be carried on both with respect to companies where interviews have been had and those companies from which no reply or a negative reply was received. If 100 letters have been sent and 2 responses received, mail to the other 98 in a few weeks. It's entirely probable that the same response will be generated. A major factor in whether a response is generated or not depends on when the letter is received. If there's no job opening, there will be no answer, and there's little way of knowing when those jobs will open up. Since the likelihood of the letters being kept is minimal, a good sized employer is hardly going to remember previous correspondence, and if he does he may be impressed by the persistence. The job seeking effort must never stop until the employee reports for work. Indications that a job is in the offing or promises that it will be given are just not dependable, and the man who stops his efforts as soon as he thinks something looks good is hurting only himself.

Letters must always be individually typed when going to an individual prospective employer. If the letter is a broadcast letter going to 50 or 100 or 200 of similar type companies or employers, then a good photo offset will be satisfactory with a fill-in name and address and title, using the same type as the body of the letter. Job seekers should make at least 100 contacts a week.

References

Next to be discussed is the matter of references. References should be withheld until the employer asks for them in good faith -- in other words, when he's really interested in you as a candidate. Too many employers ask as a matter of routine, and references must be protected. They can be abused and they're too valuable an asset for that. A reference who is approached too often soon loses enthusiasm and in fact may become negative, and so he must be saved for approach only by those employers who are genuinely interested in hiring the candidate. There are few employers who can't have a good idea of whether they are truly interested before talking to references.

Resumes

There are three primary purposes for a resume:

1) to formulate in one's own mind what one has done
2) to obtain an interview
3) to serve as a sales tool within a prospective employer's company or with friends who may not be familiar with the candidate's background.

It's necessary in a resume to be definitive, especially with regard to accomplishments which should be quantified, as discussed previously. Under no conditions should a resume be more than two pages, one page if possible. Remember deselection.

A resume is not an autobiography, an application for security clearance or a compendium of personal information. A mass of personal information can be harmful and at best it's of little interest.

There are three specific types of resumes. The most common, and in an employer's market, probably the least effective is a chronological resume listing jobs in reverse order. This kind of resume rarely cites accomplishments, but merely lists job descriptions. The second type is a functional resume and does not list employers but deals with the various job functions a man has had. If done properly this can be very effective. The last type is a quantified accomplishment or achievement resume, which has been discussed previously. Ideally, this is the catalogue or inventory from which portions are taken for letters. (See the examples in the instructor handbook, Appendix C.)

Any time a resume must be presented it should be tailored to suit that employer's needs or the job being sought. Material that has no bearing on that job should be pulled out and accomplishments that bear on it stressed. For two different kinds of jobs there should be two different kinds of resumes, if the employee is indeed persuaded that he must go the resume route.

In both letters and resumes it's important to avoid the use of acronyms and jargon, especially when changing fields. In the first place, this may not be understood by the new potential employer, and secondly, it may frighten him.

Critiquing of Homework

A discussion of letters and resumes is not required at the start of this session, for in the process of critiquing the homework, most of the salient features of letters and resumes will be covered. Thus, the session starts with the critiquing. It is essential that the written material of each participant be reviewed thoroughly. There the instructor must plan his time accordingly. One finds that some of the participants have not prepared a new letter or resume and some have not even brought old ones. Save them for last. Pick as the first person someone who would appear to have done the assignment as given. Ask for volunteers. They rarely speak up, so pick a man and ask him to distribute his copies. Make sure everyone participates in the discussion. This is most important because even if a man has not done the homework, by the time the evening is through, he may very well see how the ideas discussed can be applied to him.

Often there will be some participants who say they cannot possibly do it and the techniques do not apply to them. By the time the review is halfway through, it is likely that the other participants will be able to persuade them that they can do it. By questioning carefully as to exactly what they have done and refusing to accept over-modest answers which are common, they can elicit genuine accomplishments and they can show how to put these accomplishments in an effective sales presentation . These people, then, can be asked to bring a letter and resume to the final session for an individual short review by the instructor.

Be prepared for the fact that few participants will have done the job really well. They will have initial difficulty in demonstrating achievements. They will still tend toward a listing of responsibilities. Discuss it thoroughly, and use examples.

It's most important not to try to spare the feelings of the participants. If a poor job has been done it has to be pointed out by the participants as well as the instructor. It's interesting to note that at the beginning of the session the first participant to criticize the work of another will invariably preface his remarks with "I don't want to hurt your feelings..." or "I don't want to seem overly critical..." and by the end of the session there won't be any of that. Inevitably, the man who prepared the work will respond to this by saying, "Don't worry about my feelings," or "That's what I came here for." And indeed it is. Because all these people are strangers to each other, there rarely are hurt feelings because as we have mentioned before, no one has a personal axe to grind. Each one is merely trying honestly to help the others. Participants will not have been helped if they leave that session with a poor letter or poor resume.

Homework for Third Session

After reviewing all of the letters and resumes, it's time to assign the homework for the third and final session. It is to prepare for a specific interview to be given by the instructor. Each participant should pick a job he would like to be interviewed for. If possible, it should be a job that he is actually going to be interviewed for or that he thinks he may be interviewed for. If he can bring some sort of a description of that job such as an advertisement which he answered, so much the better. The more he can do to prepare the instructor for his role of interviewer, the better it will go. If he has written a letter in answer to that ad, he should bring it along. And he should bring a resume for the use of the interviewer so that the interviewer will better understand the man he is interviewing. This is in direct contravention to what is taught in the Workshop, that the interviewer should not be given a resume, but here the situation is different. The ground that might be covered in the course of two or three hours in an actual interview, the Workshop tries to do in 10 or 15 minutes.

Lastly, in the time remaining, the instructor describes an interview kit and asks the attendees to prepare for the final session.

THIRD SESSION

The attendees should understand the importance of thinking, acting and speaking in terms of the employer's interest. They should understand the necessity of preparing answers for problem questions ahead of time and understand the value of asking cogent, intelligent questions of the prospective employer.

The employer's unavoidable point of view is, "What can you do for me?", even though he isn't going to put it exactly that way. The interviewee has to demonstrate a measurable value to the employer if he is to persuade him to hire him. This is a fundamental point to get across during this third session. Unless the applicants can convince a potential employer that they are in a position to do something that will benefit him, they are not likely to be considered for a job.

Types of Interviews

The instructor should explain the various types of interviews that there are -- screening, in-depth, group, stress, psychological, and so on. They should also explain who is likely to give and be the object of these various kinds of interviews. For instance, stress interviews are generally given to people who will be selling in order to see how they react to challenge and how they work to overcome resistance.

It should be emphasized that an interview should not be given over the telephone. In some cases where an employer is at a great distance, a certain amount of information will have to be given, but the applicant should be careful to divulge as little as possible so that he does not de-select himself.

Preparing for the Interview

A vital facet of the whole interview procedure is preparing for it ahead of time. It's most important to research the company and the industry. The more the interviewee knows about the company and the industry, the better impression he's going to make on the employer and the more interested he will obviously appear in getting the job. One must be ready for the interview, physically and mentally. The interviewee must seem and be confident. He can't be hung over, tired, disconsolate, down in the mouth. This will come through all too easily and very likely eliminate him from consideration.

Pre-Interview

The interviewee should arrive early--at least a half hour early. This allows time to overcome the unanticipated--the traffic jam he didn't expect or the flat tire that couldn't possibly happen. If he arrives early, it gives him an opportunity to look over the premises of the employer and read some of the employer's material, and even perhaps talk to some of the people in the front office. Five minutes before the appointment he should have himself announced, not before.

Politeness and cordiality pay off--the candidate must be aware that his conduct toward all company employees can affect the hiring decision, i.e., a secretary can tell her boss, (who might be the candidate's interviewer) that the candidate made a very poor impression.

The Interview

Once in the interview, he should be ready to answer the problem questions. He should have his interview kit ready and know how to use it. He should if at all possible avoid filling out an employment application before the interview because it, like the resume, can be full of de-selectors, and is often only a crutch for an inexpert interviewer. Salary negotiation should be put off for as long as possible as salary, too, may be a de-selector, by being too high or too low. The interviewee should learn how to postpone salary discussions until both sides have a real interest.

Knowing when the interview is over, at least from the interviewee's point of view, is helpful, and how to ask for the second interview or the offer is vital. Persistence cannot be overemphasized. There are some excellent letters in the material attached, that show how persistence has paid off and in fact has even caused companies to create jobs for people who pursued their goals strongly enough.

Follow-up

Follow-up may make the entire difference between getting the job and not. One person in a hundred follows up an interview with a short letter written the same day or the day after, thanking the interviewer for having seen him and mentioning some additional piece of useful information bearing on the discussions that were held that was forgotten and just bringing to the interviewer's mind the person he talked to.

Role Playing

The value of the role playing exercise cannot be overestimated. There may be reluctance on the part of attendees to get into it, but they must be forced to do it. Nearly always they will become so involved that after it's over they will recognize the tremendous value it's been. Again, as with the resumes, the critiquing must be severe but fair. It will be interesting to note that if 8 interviews are held, the first 6 people may make the same mistake which will be pointed out by the same attendee, yet if he is seventh to be interviewd, the likelihood is substantial that he will make the same one. Catching it in others will not teach him. Having been told he made it himself may. Having talked about the problem questions and the possible answers is one thing, but when they're sprung unexpectedly in an interview, too many people tend to forget what they have learned and give the wrong answers.

The role playing interviews assume that a man's technical or professional competence has already been proven, and now the effort is to determine the non-technical or professional characteristics of the man--i.e., his ability to get along with other people, whether he's a self starter, whether he's a lone wolf, and what his attitudes are toward people and his work. These are traits of character that are extremely important.

When actually doing the interview, the instructor and his interviewees should try to have a table at which they can sit on opposite sides while the other attendees sit back away and do not physically interfere with the interview. The instructor can stop any time he wants, because often it will become evident that a given person is doing an excellent job and needs very little more practice, while others will show their inability to have a good interview by the character of their answers to any one of a number of questions. It doesn't take too long to become obvious who's doing a good interview and who isn't. The specific questions are not always that important.

The following material on the interview and preparing for it is so important that even though it is contained in the instructor guide, it's reproduced here for emphasis.

IMPORTANT INTERVIEW FACTS AND PROBLEMS

Researching Employers

When you have received a request for an interview, one of the next steps is to perform research-in-depth on the company.

While some information will be difficult to obtain, fill in as much as is available. Here are some rough guides for evaluation:

ANNUAL REPORT: Indicates financial posture and large quantities of company information not normally obtainable elsewhere. Available from the company directly, or from stock broker.

STANDARD & POOR'S REPORTS: Financial and some product history about company - available from stock broker.

AGGRESSIVENESS OF MANAGEMENT: Difficult to assess - a judgement item. Look for possible reports in some of the business magazines, Fortune, Business Week, etc.

PUBLIC RELATIONS DEPT: This is a catch-all department and they will usually be able to help with the overall picture of a company.

SALES, COSTS & DIVIDENDS: This information may be obtained from the annual report.

GROWTH & HISTORY: Picture may be put together by plotting information from annual reports for several years.

COMPARISON WITH OTHERS IN SAME FIELD AND IN OTHER FIELDS: Look in trade publications.

R & D EFFORTS: Not easy to obtain this information. Try professional publications.

Static information is not as valuable as the picture over a period of time. The more interesting company is the one that has grown over the years and has weathered storms and changes in technology. This analysis is similar to one that might be performed if you were considering buying stock in the company that is going to interview you; if their stock looks interesting, on the basis of business considerations, then it can be an interesting company to work for.

Preparing for the Interview

Interview Kit:

A "one shot" scrapbook, or a set of file folders.
Applicant controls its use, keeps in his hands.
Do not give it over to interviewer, let him look only.
Can be a useful interview tool.
Can contain:

- Letters of commendation
- Letters of reference
- Photos of equipment worked with
- Copies of presentations (unclassified)
- Samples of reports

Above items are optional. Content should be broad.

The Interview Itself

Each interview has four stages:

1. OPENING - The interviewer has the lead here - play the American version of the "Japanese Tea Ceremony."

2. INTERROGATION - Again, the interviewer has the lead, attempting to learn about the applicant. In his replies, the applicant should be positive and brief, but should respond with more than a simple "yes" or "no."

3. SELLING - Here the applicant takes the lead. The applicant endeavors to show how his past experiences can be of benefit to the company and the job for which he is applying. Visual aids (interview kit, charts of past accomplishments, etc.) are very valuable selling tools at this point. Questions about the company's problems provide a bridge to show how your accomplishments can be applied to their problems. Questions about the company, its future plans, and the specific job permit you to show your knowledge of the company and provide the basis for further questions.

4. CLOSING - Whenever you are ready to ask for the position, ask for it! Leave on a positive note; arrange to call back for a decision at a definite time. Try to determine the person who will make the ultimate decision about hiring.

Use of the "Interview Kit"

The Salary Question

Whenever the question of money comes up, do not enter into this discussion before having sold yourself to the interviewer, and reaching your own decision that you want to work there.

Every time he starts asking you about money - you ask him more questions about the job.

Use and Protection of References

The Employment Application

"PROBLEM" QUESTIONS THAT CAN ARISE IN AN INTERVIEW

1. What do you know about our company?

   Better know much about what they do, product lines, size, income and reputation/image. Companies in the news are easy to "research." Don't come back with you don't know much but would like to learn.

2. What are your personal five year goals?

   "I would like to be a project manager," (chief engineer, v.p., etc.)

   Relate answer to the employer rather than giving a self-serving reply.

3. How much do you expect to be making five years from now?

   You never know what the value of money is going to be five years from now.

   Don't fall into trap of telling them what you are going to make.

   Don't give a dollar figure.

   Talk in terms perhaps of being more interested in satisfaction to be derived from the work to be done and the financial rewards will follow.

4. Tell me about yourself?

   Don't spend much time in answering this.

Tell something about yourself that relates to the job opening and let it come out in the form of a helpful experience - what you can do for the employer.

5a. Why do you want to work for us?

Something the company has to do and you can contribute to the doing of it.

5b. Why do you want this job?

Similar to one above. Use same basic approach.

Don't say, "Out of work and hungry." Reply in employer's interest.

5c. Why do you want to work for this company?

Know why in your mind and answer in terms of what will interest the employer.

5d. What would you do for us?

Don't presume to tell (lecture) the interviewer exactly what you would do since your don't really know their "problems." You better know enough about the organization to relate an experience of yours which represents successful solving of a past employer problem.

6. What did you like least about your previous job?

Wants to see how applicant reacts.

Wants an honest answer.

Reply in a positive way by taking a 180 degree turn.

7a. What are three of your strong points?

Know more than three.

Relate them to the company and job when possible.

7b. What are three of your weak points? (A look for the reaction type.)

Turn weaknesses 180 degrees to be positive, and turn it to your advantage.

"When schedules are pressing, I sometimes get in there myself."
"I am intolerant of sloppy work, (laziness)."

Give one good one and probably not have to give other two.

8. What do you feel this position should pay?

You don't know, what range do you have?

Go back with another question.

9. How much do you expect (want) if we offer this position to you?

Be very careful in reply to this.

Employer should have assigned a $ value to job.

Market place value of job may be key to answer.

Do you (employer representative) wish to make an offer and then negotiate the salary? (A Bold Approach).

10. What is your philosophy of life?

A "reaction type" question - interviewer is often "testing" for reaction.

Turn question to your advantage.

Don't linger in answering the question.

Answer depends on whom you are talking to.

11. Any objections to a psychological interview and tests?

Answer should be, "No, don't mind. Hope it's job related." Extreme symptoms are looked for.

Brain Watchers (Author - M. Gross/Publisher-Random House) is a good source of information about industrial psychology.

12. What was your salary in your previous position?

Try to convey that your previous salary has nothing to do with how you can perform in the assignment for the prospective employer.

13. Don't you feel you are a little too old/young for this job?

Rely on a past experience to support no answer to this question.

You may not know enough at this stage about the job to answer. If so try to get more information with another question.

14a. What's your family's reaction to moving?

Better be able to say you have discussed the subject and they are willing.

14b. Would you mind moving to another location - how about family?

Better prepare to answer such a question, "No."

May be a "deselector" especially during early stages.

May not have to ultimately move - you never know.

FOLLOW-UP ACTIVITIES AFTER THE INTERVIEW

"Thank-you" letters (less than 1% do)

To the men who interviewed you.

Summarize what the company's problems appear to be - and why you want the job.

The last paragraph should state that you will contact him in a few days.

Phone Calls

Personal Visits

Subsequent Letters

Persistence

Regularly scheduled contact with individual who conducted interview, and with any other within the company deemed propitious.

FINAL REMINDERS

Sell benefits to employers - not features of individual.

(Participants must understand and accept this idea.)

Make sure in the Third Session that the participants share their good and bad interviewing experiences.

As a guide: (real interview)

Interviewer should talk most of the time.

Applicant should arrive well in advance of interview, neatly groomed, with a smiling face, and a positive attitude.

Applicant should have name and telephone number of interviewer or person with whom he has appointment, so that he can call in the event he is delayed.

Applicant must be wary of "threatening" the interviewer by giving replies to questions that may cause the interviewer (who may be potential supervisor) to become uneasy, etc.

SAMPLE INTERVIEWS

At the training session, it's a must to do one of two things: prepare in advance with one of the local committee members a sample good interview and a bad interview, and put them on as demonstrations, or ask for a couple of volunteers to be interviewed, and then to ask for a couple of volunteers to interview other trainees. This should conclude the training session.

WHO WILL SUCCEED?

Many trainees will leave that session with the feeling that they're not really competent to be instructors after the training they have received. The instructor trainer, in fact, may very well have spotted a few people whom he knows will not be suitable, and he should tell the local committee that these people should not be invited to participate or asked not to if necessary. Poor instructors can be destructive to the Workshop program. The instructors must adhere to the same general concepts. Otherwise, the Workshop attendees are badly confused by completely different approaches as they go from instructor to instructor, and they will lose confidence in the entire Workshop program. It is during the training session that the trainer can spot people who appear not to agree with the general concepts of the program, and it's up to him to try to persuade them to understand and accept these concepts.

Generally that act of persuasion may be done by the other instructor trainees. Often a man will leave the training session not wanting to back down from a position he took, and yet in the week between the session and the first Workshop he will realize the logic of the concept, and when he comes back to counsel he will have accepted it. At any rate, instructors will be pleasantly surprised once they are turned loose with the group and get over their initial apprehension and see how smoothly the whole Workshop can and does go. The instructor trainer has to be good at his job and understand the entire program completely. At the very least, a person training instructors for the first time ought to listen to the attached tape at least twice. He may well want to develop his own techniques, but when he does, it will be from an informed and well reasoned base, and he, then, can prepare other instructor trainers.

THE WORKSHOP

Facilities

The facilities to be used must be checked out well in advance of the actual event. Assume that the Workshop has been announced for 6:30 p.m. This allows 1/2 hour for registration so the session can start promptly at 7:00. During the business day, a committee member should check all the facilities and contacts to make sure they are available and that the rooms are ready for use as indicated. Too often somebody will have forgotten, not enough rooms will be set, the water won't be available, or the tables will not be in place, or the sound equipment in the auditorium is not ready. To wait until the session is ready to go before one finds out what hasn't been done is too late and is to court disaster. One can hardly hope to impress attendees with bungled arrangements.

Registration

Make sure that the attendee packages are on hand. Hopefully they will have been made up in the week before the Workshop, with the materials for each attendee filed in boxes. At six o'clock a registration area should be set up. At this registration area,in the case of larger groups, there should be a table wide enough for three lines of attendees and a sign plainly marking the three divisions of the alphabet for people to register and pick up their material. Those signs should be high enough so that people not directly in front of the table can see them. Somebody should be on hand to direct entering people to the proper place.

Attendees should go to the proper line, pick up their material, and have their names checked off the attendance sheets (Appendix K) ; these are lists of attendees who have signed up, plus a column for each session, and an X can be placed opposite the name at the time the attendee registers for each. Naturally, it's best to have three sheets, one for each registration line. People will begin arriving early. Direct them into the auditorium and suggest that they start reading the material.

Instructor Meeting

At 6:30, the instructors should be convened in another room for their meeting with the instructor coordinator and, if he is available, the staffer from the sponsoring group.

General Session and Introductions

Promptly at seven, the session in the auditorium should start. Enclosed as Appendix I are suggested introductory remarks for all three sessions. They should not take too long.

In the first session introduction there ought to be a description of how the program came to be, along with why it's being given. After the Workshop has started and has a track record, it will be possible to indicate how effective its been. Then there should be a short description of what is going to be accomplished in the three sessions. It should be stressed that each attendee should attend all three sessions, that they build on each other, and the man who walks away with his material after the first session and thinks he has all the information is deluding himself, because it's the review of his work in the second and third sessions that brings the greater return. The five basic precepts of the Workshop should be outlined, concluding the introductory remarks.

If there's somebody from the Employment Service available to talk about the local job market and the Employment Service's activities which might help, that person should be given time.

The general session must be brief and so everyone's remarks limited. Care must be taken that the chairman,himself, does not become long winded. The individual sessions are the real meat of the program and as much time as possible left for them.

Assigning Attendees

As soon as the introductory remarks are over, people should be sent immediately to their tables or rooms. This can be done in a number of ways. At the time of registration, the attendees can be given a slip of paper which tells them what room to report to, or at the time, individual instructors can stand up and the chairman of the meeting can send 6 or 8 people off with that instructor. How it's done is not important, but it should be a system that takes very little time because the essence of the program is in the individual sessions.

At the end of the first session, the instructors should again urge each attendee to come back for the second and third session and point out the importance of doing so.

Second Session

When the second session comes, it should follow much the same pattern as the first, though there will be less time needed for registration because the materials will not need to be picked up. The instructor get-together will probably take even longer than the first one, but half an hour should be plenty of time. In the introductory remarks some announcements may be made, some potential employers may be introduced, and a very brief review of the evening's activities should be gone into. The basic philosophy of the written material should be summed up by the chairman so that no attendee is under the impression that what he is told during the session is merely the idea of that particular instructor.

As the attendees are sent out, it should be again stressed that they should sit with different instructors and different attendees. The most statistically inclined chairman may well have evolved some complicated system for assigning people to specific rooms. Generally, just the admonition that they should go to a different room with a different instructor and different attendees should suffice.

Third Session

The third session introduction may serve as a brief review as well as an introduction to the interview session. Often an exhortation to review all the handout material provided is needed, because even those who come to the session fail to do their homework. Stress the fact that full value is achieved only by doing all that's assigned. Stress the selling aspects of the program. Suggest that many of the instructors would be glad to review material or give help after the Workshop is over. Many instructors have done this and have been in contact with attendees for weeks after the sessions have been finished. It can be of tremendous assistance to an individual and may be the thing that helps give him sufficient confidence.

New Instructors

The instructor coordinator should alert his instructors to be on the lookout for potential new instructors from among the attendees. If the instructor spots someone in his group who readily understands the ideas discussed, who handles himself well during the discussions, and who generally meets the criteria for instructors, he is to hand that person's name to the instructor coordinator . Since people and instructors change each session, that person will sit with other instructors during the next sessions; if two or more instructors hand in the same name, there is reasonable assurance that person will be a good instructor. One manner of using this new person is to start him as a co-instructor until it is felt that he can work by himself. He has had the advantage of having gone through a Workshop and will thus require little or no training. In areas where Workshops are long running, there will be a normal attrition of instructors, and the mechanism just described can help maintain the force at its proper level.

In areas where the Workshops are one-shot, or where they are separated by long periods of time, the instructor force may not be maintained and completely new people and a new training session will be necessary.

Follow-up on Attendees

Workshops may wish to have some sort of follow-up program. They may wish to have questionnaires distributed to the attendees which evaluate the Workshops. Also, the Workshop may wish to follow up at a later date to see how the attendees have done and whether they felt the Workshop had been of any assistance to them.

A word of warning on this particular subject. It's entirely likely that many of those who find jobs in the months following a Workshop will not give credit to the Workshop. It should be understood that the Workshop teaches self-reliance and independence and urges upon the attendees that the job must be obtained by them and that they are going to have to do a great deal of work to achieve that job. Therefore, when they finally land a job, they tend to credit other factors or themselves without thinking back to the fact that it may well have been the Workshop which gave them the impetus, some of the techniques, or just the frame of mind to get out and do the job that had to be done. What's important, though, is that people get jobs, not who receives credit.

VARIATIONS ON THE WORKSHOP

The three-session Workshop is a format that works well. However, some organizations have tried variations.

One is to have four sessions with the fourth session a question and answer, a review or even a panel session at which questions which have been raised during the previous three sessions are answered by invited panelists gathered specifically to answer that type of question.

Some groups have a permanent weekly Workshop with three different groups going all the time. An individual entering for the first time goes through the Workshop in order , but after that may go back to any session he wishes for strengthening, or he may stay at Session II, for instance, until he feels confident that his material is completely as it should be before he goes on to Session III. An excellent voluntary group in Los Angeles called Thursday Thirteen, which was one of the originators of this type of activity, had such a format. They had four sessions, all of them held at each meeting, and the meetings were held on the first and third Thursday of the month--ergo the name, Thursday Thirteen. That program lasted for 16 years through good times and bad and was well attended and much appreciated by those who used its services.

Forty Plus, an activity in many cities, follows somewhat the same format, though there are basic differences in that each enrollee must put in a certain amount of time working in the Forty Plus office and the work is one-on-one rather than the sharing of experience and criticism among a larger group.

A number of groups have felt that it was most important for wives to be exposed to the Workshop, though not necessarily the same material as the attendees. Some instructors have often asked their attendees at the very first session, "What's your biggest problem?" Perhaps not surprisingly, a very common answer is "my wife." Considerable family understanding is required in this most trying time when the breadwinner is out of work and is having a great deal of trouble locating another job for any one of a variety of reasons. The Workshop for the wives, either one or two sessions showing them what he is going to have to do to find a job can often be helpful. A paradox here is the fact that the wives who really should go, rarely do, and the well motiviated and understanding wives are the ones who attend.

*****

Those who become active in a Workshop program will find it a rewarding experience, and one of the most meaningful things that can be done for a fellow unemployed professional. The techniques suggested will be most helpful to anyone who finds himself in the same situation.

APPENDIX A/ATTENDEE HANDOUT

AMERICAN INSTITUTE
OF
AERONAUTICS & ASTRONAUTICS

EMPLOYMENT WORKSHOP

AMERICAN
INSTITUTE OF
AERONAUTICS AND
ASTRONAUTICS

1290 AVENUE
OF THE AMERICAS
NEW YORK, N.Y. 10019

212 / 581-4300

COURSE OUTLINE

SESSION I — INTRODUCTION TO CAREER CHANGES AND JOB FINDING

- OVERVIEW OF SITUATION
  - JOB MARKET
  - PERSONAL CIRCUMSTANCES
- SELF ANALYSIS
  - FINANCIAL
  - STRENGTHS AND WEAKNESSES
  - OBJECTIVES-PERSONAL AND PROFESSIONAL
- SOURCES OF EMPLOYMENT INFORMATION
- METHODS OF FINDING EMPLOYMENT
- THE "HIRING INFLUENCE"
- ACHIEVEMENTS VS JOB DESCRIPTIONS
- "DESELECTION"
- PERSONAL SALES MATERIALS
  - LETTERS
  - RESUMES

HOMEWORK FOR SESSION II
- 8 COPIES OF NEW LETTER
- 8 COPIES OF NEW RESUME

SESSION II — PERSONAL SALES MATERIALS

- LETTERS
  - TYPES
  - PREPARATION AND DISTRIBUTION
- RESUMES
  - TYPES
  - PREPARATION AND USE
- SYSTEMATIC EFFORT
  - FOLLOW-UP
- REFERENCES
- CRITIQUING OF LETTERS AND RESUMES

HOMEWORK FOR SESSION III
- PREPARE FOR SPECIFIC INTERVIEW
- BRING POLISHED RESUME AND JOB DESCRIPTION
- PREPARE AND BRING INTERVIEW KIT

SESSION III — INTERVIEW TECHNIQUES AND SALARY NEGOTIATION

- EMPLOYER'S SELF INTEREST
- TYPES OF INTERVIEWS
- NEED FOR FURTHER EMPLOYER RESEARCH
- GENERAL PREPARATION
- THE INTERVIEW
  - TYPICAL QUESTIONS
  - PROBLEM QUESTIONS
  - SALARY NEGOTIATION
- FOLLOW-UP
- ROLE PLAYING AND CRITIQUING

BASIC PRECEPTS OF THE WORKSHOP

1. This is a sales campaign.

   The product is very valuable and as such deserves a proper sales campaign.

2. Catalogue and quantify your achievements.

3. The employer wants to know what you can do for him.

4. Avoid the deselection process.

   a. Use a letter.
   b. Resist the resume and application.
   c. Don't fill in all (the ones which could hurt you) blanks.

5. Direct your approach to the hiring influence.

CHARACTERISTICS OF TODAY'S MARKET (BUYERS' MARKET)

1. More people than job openings.

2. Employers more specific in their requirements - therefore, hiring specialists rather than generalists.

3. Employer wants to know what the employee can do for him.

SOURCES OF INFORMATION ABOUT PROSPECTIVE EMPLOYERS

(Generally available in public and business libraries)

Directories - Many directories are available, classified according to geography and industry. While most of these directories carry little specific information about a company, there are exceptions.

Moody's Industrials - This reference covers only those companies whose securities are traded. Firms are listed alphabetically by firm name. Moody's contains a good synopsis of firm size, location, products, plants, and officers.

Other Moody's Publications - Prospective employers not falling into the "industrial" classification are generally covered by some other Moody publication, such as Moody's Public Utilities, Moody's Railroads, and Moody's Banks, Insurance, Real Estate, and Investment Trusts. Information included is similar to Moody's Industrials.

Standard Corporation Records - This publication features a weekly news section covering financial and operating developments in companies whose securities are traded. Companies are listed alphabetically, and indexes are cumulative.

Dun & Bradstreet - Companies are indexed geographically. Firms are rated according to credit standing, and there is some indication of financial size and function.

Thomas' Register - Almost all U . S. companies engaged in manufacture are listed here. One of the three volumes which comprise the set indexes companies alphabetically, indicates the nature of the product, plant locations, and company size.

(Area) Manual of Securities - This publication, covering area companies, carries nformation similar to that in Moody's, but in greater detail and for more companies in the area. An example is Walker's Manual of Pacific Coast Securities.

Poor's Register of Directors and Executives

Annual Reports - One of the best sources of information about a company is its own annual report.

World Aviation Directory - Addresses and names

OTHER DIRECTORIES

Local:
- (State) Manufacturers' Annual Register
- (Area) Industrial Purchasing Guide
- Membership Rosters - Various manufacturers
- (City) Chamber of Commerce Business Directory
- (Local) Directory of Business & Industrial Consultants

ational:
- Working Press of the Nation
- The Standard Advertising Register
- Croners Trade Directory of the World

SUGGESTED CONTACTS FOR EMPLOYMENT

Firms Doing Executive Recruiting*

In general these firms prefer to receive resumes by mail before making appointments for personal interviews.

These are organizations which recruit or screen executives for and at the expense of the employer. Some of these organizations engage in executive recruiting exclusively, while there are others who offer management counsel in other fields as well.

Management Consulting Firms*

Executive Search work is an occasional function with these firms, and they prefer to receive resumes only by mail.

*Note: For complete list see Yellow Pages of Telephone Directory under Management Consultants and Personnel Consultants.

Public Employment Agencies

For specific information regarding application, examination, etc., with the State, County, or City Civil Service Boards, contact the selected office.

College Placement Directors

Contact only your own University or College Placement Director. Many eastern schools have local alumni clubs in the Southern California area. You can obtain more information by writing your University.

Professional Societies/Associations

For the most part these Associations will only work with their own members, and to obtain information on becoming a member, write or call their office.

A complete list of Business and Trade Associations can be found in the Yellow Pages of the Telephone Directory.

RECOMMENDED READING

AVAILABLE IN MOST LIBRARIES

ACTION GUIDE FOR EXECUTIVE JOB SEEKERS AND EMPLOYERS
(Original Title: "The Executive Job Market")
by Auren Uris
ARCO, New York - 1965, 1968
$2.95 paperback

DEFINING THE MANAGER'S JOB
(The AMA Manual of Position Description)
by C.L. Bennet
American Management Association
447 pages - 1958
$9.00

EXECUTIVE JOBS UNLIMITED
by Carl Boll
The MacMillan Company, New York - Copyright, 1965
$4.95

JOB STRATEGY
by Allan Rood
McGraw Hill, New York - 1961
$6.95

OVER 40 - OUT OF WORK?
by Lou Albee
Prentice-Hall, Inc., Englewood Cliffs, New Jersey - 1970
$5.95

SUCCESSFUL EXECUTIVE JOB HUNTING
by Malcolm Kent
Laddin Press, New York - 1967
$5.95

TOP MANAGEMENT HANDBOOK
H. B. Maynard, Editor
McGraw-Hill Book Company, Inc., New York - 1960

6

THE DO's AND DON'Ts
of
EXECUTIVE RESUMES

by
Carl R. Boll

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Carl R. Boll, former placement chairman of the Harvard Business School Alumni Association, is the author of EXECUTIVE JOBS UNLIMITED (Macmillian), which is now in its ninth printing.

The former president of a well-known company with sales of some $50 million a year had been out of a job for eighteen months. He was registered with many employment agencies and executive recruiters, and had answered hundreds of advertisements. In addition, he had mailed out no fewer than 900 resumes, each with a covering letter. The net result of all this effort: five requests for more information and one request for an interview.

Looking for a new job can be a frustrating and exhausting venture for any man. For an executive who has held a top post, it is particularly difficult because he has so much to lose. He worries about his family's future and his children's education. He is afraid he will lose status with business acquaintances and friends. And he finds it hard to believe he can ever climb back on top again.

That is why it is so important for him to go about his job-hunting in the right way. Yet most executives do not. Usually, like the unemployed former president, they swamp prospective employers with resumes, hoping that somehow sheer volume will carry the day. But it just does not work.

One might ask, of course, why an executive should be so concerned about the effective use of a resume when managerial talent is so scarce and jobs so abundant -- at least until just recently. But the fact is that every management job advertised in THE WALL STREET JOURNAL or THE NEW YORK TIMES these days may draw 600 to 1,000 responses. Clearly, any one resume will get lost in this avalanche of paper unless it is designed to have maximum impact. Even in today's job market, an executive would be foolish not to present his case as forcefully as he can. And nothing is more important than making the resume work for him instead of against him.

How? First of all, by doing his homework. This means taking time to sit down and prepare an inventory of his accomplishments. I have been told again and again by job-seekers, "Oh, I have already done that." But what they usually mean is that they have drawn up a bland recital of their functions, and functions are no measure of abilities.

No company can get a true picture of a man's capabilities from a mere description of his job. But it is quite another thing when he shows the problems he has solved. For example: "As district manager, I increased sales 25%, brought in thirty new volume accounts and eliminated ten marginal ones. My territory's average profit exceeded that of the rest by 11%. " Concrete results such as these are what make one executive stand out from other applicants and make him that "one man in a hundred."

It is often said, of course, that business is seeking broad-gauged executives. True enough, it needs men who are broadly educated and experienced. But it usually wants them for specialized jobs. The newspaper ads always call for specialists. Every job lead that has ever come to me, in fact, has called for special skills.

For this reason, it is important that the job seeker start off with a specific job objective -- the category in which he wants the interviewer to mentally place him -- be it controller, treasurer or manager of sales or manufacturing. If the executive has more than one specialty, he should develop the material for each one separately. For instance, the function of Industrial Relations might list:

-Kept wage increases under 3% including fringe benefits.

-Showed the union its members were already 10% better off than workers in similar jobs elsewhere.

-Settled contract negotiations three days ahead of the deadline and thus avoided a costly shutdown.

Then the function of Safety Work might list:

-Set up safety committes.

-Cut lost-time accidents 20% the first year, 10% the second.

-Saved $30,000 a year in compensation insurance through lower accident frequency.

Once he has done his homework, the job-seeker must get rid of all his misconceptions about the use of the resume. General practice notwithstanding, submitting a resume should be one of the last steps in the job-hunting process, not the first. In applying for a job, the most important thing is to get a face-to-face interview. And when a company must choose from scores of applicants, it is less likely to interview a man who has already given a full account of his experience in a resume. The point is to make the company interested enough to want to see you and get more information.

The Broadcast Letter

How is that best accomplished? Whenever I mention a letter-writing campaign, many people are horrified: They feel that letters are somehow demeaning. Nevertheless, years of experience have convinced me that sending out letters is the most respected -- and quickest -- way to nail down a job. There is nothing in it even suggesting the "tin cup" approach. When a man is invited for an interview as a result of a letter, he goes as a peer. The letter has projected his image in advance, and he is invited to come in and talk because there is something in it that triggered the recipient's interest.

The broadcast letter is, in fact, a miracle interview producer. My experience has been that year in and year out, it produces approximately six interviews per 100 mailings.

So I suggest the broadcast letter as the perfect substitute for the mailed-out resume . It is a form letter, and, as the name implies, it is mailed out in quantity. The executive should always address the letter to the president, no matter how insignificant his own title may be. Starting with 100 or 200 names, he should keep the letters going out at the rate of at least 100 a week, adding new names to the list as needed.

If, for example, he had been a sales manager, his letter might read something like this:

> Dear Sir:
>
> As the sales manager for a package goods manufacturer, I increased sales by 65% over a three-year period and boosted profit margins 10% a year.

> Your company may be in need of a sales manager. If so, you may be interested in some other things I have done. I reduced the company's ratio of selling costs, kept inventory in line with sales and increased inventory turnover from three to four times. I also recruited and trained a sales force, motivating 26 salesmen to become top producers, and cut turnover of sales personnel by 30%.
>
> Previously, as a territorial salesman, I always stood among the top producers. (He adds here his education and other pertinent accomplishments.)
>
> I shall be glad to discuss further details of my business experience with you in a personal interview.

It has been proven statistically over the years that if the job-seeker writes again in a few weeks later to all the companies he did not hear from the first time, he can expect to get about the same percentage of interviews as from the original mailing. And this is true whether he sends out the identical letter or changes it slightly.

In answering an advertisement, he should expect between 20% and 30% of the companies to ask him to come in for an interview. Again, he should not mail a resume but simply send a letter. It should begin this way: "In response to your advertisement in THE DAILY BLADE of January 15, I give you the following information." Then he just copies off the rest of his broadcast letter and mails it to the box number.

Once the executive has his interviews set up, he is on his way. But the interview is still not the time to show his resume. If it makes him feel better, he can put some notes in his pocket -- as long as he resists the urge to use them. If he is pressed too hard for a resume, he can tell the interviewer he is having it redone. Actually the interviewer often dreads the interview too, and feels that he needs the resume to lean on.

Every interview offered should be accepted, but the job hunter must take charge of the conversation. He can do this by being prepared to ask the interviewer pertinent questions about his business. Every question should be pointed to bring out his own accomplishments, as should his answers to the interviewer's questions. With the interview played like a game of Twenty Questions, the atmosphere becomes much more relaxed.

The executive should give a final resume only to those companies that show a definite interest in him. When the interviewer wants something in writing to show to his associates, that is the time to send in a resume with a follow-up letter. The resume, of course, will again draw from the applicant's list of accomplishments, perhaps adding some that were not mentioned in the original letter or in the interview. In addition, it should include pertinent facts about education, and any off-the-job accomplishments. But no references. These should only be given when a job is practically set. If a reference gets too many calls, he may lose confidence in the man he is recommending.

With the resume saved for the end, it can become the ultimate weapon in the job-hunting process. By taking advantage of the information gleaned in the interview, it can be shaped to fit each job applied for, with all the extraneous material eliminated. On reading it, the company president can tell exactly how well the executive will fit into his organization.

For this reason, a resume should never be mass-produced. To put a resume in print freezes it. The executive will find that interviews bring out accomplishments he had forgotten or had considered too trivial to include. So the resume should be reviewed after each interview to keep it fluid and growing, not so much in length as in strength.

Nor should the resume be prepared by a professional adviser or consultant. The executive himself must develop it or it will sound stilted. An outsider will be all too happy to write out a resume and send it to the hundreds of companies on his list. But some companies file every resume that comes in, and it can be very embarrassing for a job-hunter to be unexpectedly confronted with one of his stale resumes.

The essence of the job-hunting process, then, is to do things in the proper order: First draw up the inventory of accomplishments, then send out letters seeking interviews, and, only after that process is complete, compile and send in a resume. The resume, in short, should be used like a rifle, not a shotgun. The executive who acts accordingly will have a far better chance of hitting the target that all his efforts are directed at: getting the job.

***** AIAA believes that rather than always contacting the President, as Carl Boll recommends, the letter should be directed to the "hiring influence", the person who will make the final decision on whom to hire for the particular position. In small organizations this may be the President.

LETTERS & RESUMES

LETTERS

Purpose of a letter - primarily to get an interview.

Length limitation - one page

Types

1. "Shot-gun," or "Broadcast" letter, is the type most widely used.

2. "Tailored Letter" - aimed at a job with a specific company, and "Hand-Tailored" for that one company, only. Most satisfactory - in answer to an advertisement.

Contents

One reason that an employer will hire you is because you have sold him on the idea that you can solve his problems better than anyone else with whom he has talked. Use the letter to attract his attention.

Format

Throughout your letter use short words, sentences and paragraphs.

The first paragraph should arouse the reader's interest by means of a simple statement of an accomplishment related to the job being sought. Junk mail example.

The second paragraph should tell the employer why you are writing him.

The third paragraph should provide further specific examples of accomplishments, lifted directly from the catalogue. They should clearly demonstrate how past experience benefited previous employers.

Next, a short paragraph on appropriate education.

In the last paragraph, request an interview.

Addressing Your Letters

Address your letter - by name, and position title - to the Hiring Influence.

Mailing Your Letters

Put letters in the mailbox preferably on a Monday - so that the letters will arrive on "The Man's" desk on a day of the week other than a Monday or Friday.

Response

You can anticipate a 2 or 3% positive response (a request for an interview), on good letters.

Follow-up Program

Conduct a well-organized follow-up program - both with respect to those companies where interviews have been had, and those companies from which negative or no replies have been received.

You never stop your campaign effort - until you have deposited your first paycheck from your new employer.

Mechanics Involved

Always - a letter going to an individual prospective employer is an original-typed letter.

Good photo offset printed copy with matched typed fill in (name and address) acceptable for large mailings.

100 contacts a week!

RESUMES

Three primary purposes of a resume:

- To formulate in your own mind what you have done
- To obtain an interview
- To serve as a sales tool within a prospective employer's company

Necessity of being definitive.

Length limitations:

- One page preferably; two pages - maximum

What a resume is not:

- An autobiography
- An application for security clearance
- A compendium of personal information

Types of resumes:

- Chronological (in reverse order)
- Specific responsibilities (functional)
- Quantified accomplishments (achievements)

Any given resume should be focused on one type of job only.

-Two different kinds of jobs - two resumes

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TAILORED LETTER

ELECTRONIC PROJECT ENGINEER

Challenging opportunity for a seasoned, creative electronic project engineer with outstanding track record for key position with a young, rapidly expanding Northern Virginia electronics firm in OCR field.

REQUIRES: EE with 5 years digital logic design, minicomputer interface and basic programming, plus experience with electro-mechanical devices, DP equipment and the planning and directing of the design of complex systems.

PREFER: OCR or pattern recognition experience and a working knowledge of discrete circuit design.

Salary commensurate with experience, plus stock option plan participation. Send resume:

R. E. Welch
Director of Engineering
OPTICAL RECOGNITION SYSTEMS, Inc.
1928 Isaac Newton Square West, Reston, Va. 22070

April 5, 1971

Mr. R. E. Welch
Director of Engineering
Optical Recognition Systems, Inc.
1928 Issac Newton Square West
Reston, Va. 22070

Dear Mr. Welch,

I am very interested in filling your requirements for an electronics project engineer. I have over five years experience in digital logic design, and I am very capable in design of discrete analog circuits, deflection drivers and electro-mechanical devices. I have extensive project experience in interfacing computers of all sizes. Some of my accomplishments are:

> Increased the uptime of a large commercially operated computer complex by 50% increasing the confidence of the customers and the effective income and capacity of the machines.
>
> Redesigned some major computer peripherals, salvaging over one million dollars worth of hardware and a costly engineering effort to design in replacements.
>
> Designed and built a precision computer controlled CRT flying spot scanner for collection information from film. This system has now been in continuous operation for the past two years.
>
> Proposed and designed a digital programmer that led to many repeat contracts.
>
> Automated and instrumented a major experiemental facility to reduce the cost and effort of the individual experimenters allowing more users to take advantage of this facility.
>
> Designed many servo systems including film drives with varied performance goals.

I believe I have compiled an excellent record of achievement and would like to continue it in a growing company like yours. I would be happy to discuss my qualifications with you in a personal interview at your convenience.

Sincerely yours,

BROADCAST LETTER

Some time ago I performed a careful analysis of weather patterns permitting continued use of high sulphur fuel. The savings to the utility were estimated at $160,000 initially and about $4,000,000 per year eventually.

This was the result of one of many studies I have made as Technical Advisor on Corporate Investment Planning. If your organization can use my services, you may be interested in some of my other accomplishments.

> I improved the cooling of high voltage cables by burying a small size water pipe alongside. Four cables on the Toronto waterfront have done the work of six since 1960. This saved $2,000,000 on capital expenditure.
>
> An Atomic Energy Commission sponsored project at Princeton University had budgeted $500,000 for a capacitor bank. I changed some key points in the specification and tested the modified capacitors in a pilot plant installation. Subsequently, I called for bids on the revised specification. The selected manufacturer built the bank at half the allocated cost. The project has operated successfully since 1963.
>
> I carried out a complete development study for a Latin American community. It opened the way for 2,000 new jobs, an additional income of $12,000,000 and major sales of hardware by U.S. suppliers.

My technique for bringing in new business or evaluating proposed investments has generally been the same: Reduce the many technical, management and marketing factors to a common denominator. Include all intangibles, human inertia and vested interests. Perform pilot plant experiments before committing major funding. Give ample weight to future implementation of the project and to political factors. (Most elected officials want to be associated with successful new ideas.)

As a backing I have the advantage of a broad education with degrees in Electrical Engineering and Physics, minors in Economics and Chemistry and a doctorate in Nuclear Engineering, from Delft and Eindhoven in the Netherlands. I speak Spanish, German, French, Dutch and the Scandinavian languages. I have worked ten years in Europe and Canada and have had extensive business dealings with Latin America.

I shall be pleased to discuss my experience with you further in a personal interview.

Yours very truly,

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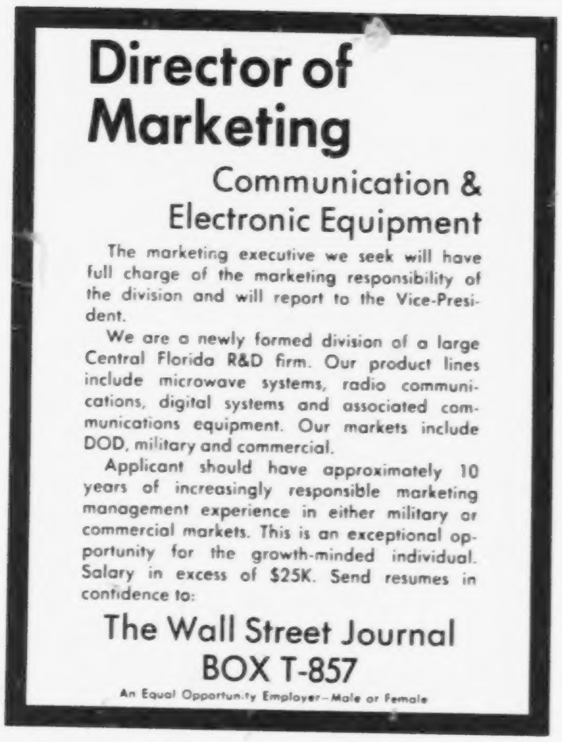
TAILORED LETTER
(TO AD) OR
BROADCAST LETTER



Director of Marketing

Communication & Electronic Equipment

The marketing executive we seek will have full charge of the marketing responsibility of the division and will report to the Vice-President.

We are a newly formed division of a large Central Florida R&D firm. Our product lines include microwave systems, radio communications, digital systems and associated communications equipment. Our markets include DOD, military and commercial.

Applicant should have approximately 10 years of increasingly responsible marketing management experience in either military or commercial markets. This is an exceptional opportunity for the growth-minded individual. Salary in excess of $25K. Send resumes in confidence to:

The Wall Street Journal
BOX T-857

An Equal Opportunity Employer—Male or Female

The Wall Street Journal
Box T-857
30 Broad Street
New York, New York 10004

Gentlemen:

As a result of several years experience in Electronics Marketing Management, the following are some of my accomplishments:

- * Established and managed a Communication and Navigation Sales Operation for a new department of a large corporation and increased sales tenfold in four years.
- * Obtained the largest single order for commercial type microwave systems ever placed up to that time.
- * Sold initial and follow-on production quantities of Airborne Data Link Systems to USAF and to Airframe Manufacturers.
- * Transformed a Computing Services business from a half million dollar loss into a profitable operation in one year.
- * Developed Product Plans for a successful line of Computer Peripherals which have been in production for many years.

My education includes a BEE degree, several credits towards a Master's degree, and many business and marketing courses.

It will be a pleasure to review my qualifications with you in a personal interview at your convenience.

Very truly yours,
R.H.R.

This letter and each of the resumes marked RHR are about the same person and the same experience.

CHRONOLOGICAL RESUME

58745 Weymouth Street
Bethesda, Maryland 20014

R.H.R.

Home: 205-791-3002
Office: 205-685-9763

OBJECTIVE: Marketing management in an electrical, electro-mechanical, or electronic firm, serving Defense and Industrial Markets.

EDUCATION: BEE, North Carolina State Univ.
General Electric Courses:
Business Management, Computer Logic, Finance, etc.

EXPERIENCE:

1966 - 1970 NATIONAL RADIO COMPANY, INC.

Manager, District Operations - Wash. D.C.

Marketed communication systems and components, navigation equipments, data acquisition systems and audio/visual equipment to DOD and non-defense Govt. agencies, Industrial and Educational customers.

Obtained the largest single order for commercial type microwave systems placed up to that time.

Increased sales from $1MM to $10MM.

1964 - 1966 GENERAL ELECTRIC COMPANY

Sales Engineer, Defense Div. - Wash. D.C.

Marketed Flight Reference Systems, Fuel Management Systems Displays and Sensors to Defense and non-defense Govt. agencies, Air Frame Manufacturers, and Commercial Airlines. Negotiated contracts and prepared forecasts.

Introduced several innovations in fuel management systems which are still in current use.

Represented company on nationwide airline coordinating committee which established standards on Flight Reference Systems. As a result, company's sales tripled.

1958 - 1964 HONEYWELL, INC.

Manager, Peripheral Products, Computer Dept.

Developed product plans for "common peripheral" components. Prepared short and long range business forecasts. Computer dept. liason with all other Honeywell divisions.

Forecast several new markets, which gave company an edge for several years.

Suggested elimination of several peripheral devices, which were becoming unprofitable.

Transformed Computing Services from half million dollar loss into a profitable operation in one year.

FUNCTIONAL RESUME

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58745 Weymouth Street
Bethesda, Maryland 20014

R.H.R.

Home: 205-791-3002
Office: 205-685-9763

OBJECTIVE: Marketing management in an electrical, electro-mechanical, or electronic firm, serving Defense and Industrial markets.

EDUCATION: BEE
Company Courses:
Business Management, Computer logic, Finance, etc.

EXPERIENCE:

MARKETING: As manager of district operations, marketed communication systems and components, navigation equipments, data acquisition systems, and audio/visual equipment to DOD and non-defense govt. agencies, Industrial and Educational customers.

Obtained the largest single orderfor commercial type microwave systems placed up to that time.

Increased sales from $1MM to $10MM.

SALES ENGINEERING: Sold Flight Reference Systems, Fuel Management Systems, Displays and Sensors to Defense and non-defense Govt. agencies, Air Frame Manufacturers, and Commercial Airlines. Negotiated contracts and prepared forecasts.

Introduced several innovations in fuel management systems which are still in current use.

Represented company on nationwide airline coordinating committee which established standards on Flight Reference Systems. As a result, company's sales tripled.

APPLICATIONS ENGINEERING: As manager of the peripheral products division of the computer department, developed product plans for "common peripheral" components. Prepared short and long range business forecasts. Computer department liason with all other divisions.

Forecast several new markets, which gave company an edge for several years.

Suggested elimination of several peripheral devices, which were becoming unprofitable.

Transformed Computing Services from half million dollar loss into a profitable operation in one year.

ACHIEVEMENT RESUME

R.H.R.

58745 Weymouth Street
Bethesda, Maryland 20014

Home: 205-791-3002
Office: 205-685-9763

MARKETING/SALES MANAGER

Successful headquarters and field experience in marketing commercial and military electronic systems, equipments and components to Government and Industrial Customers. Includes research and development projects, communications systems, and computer hardware and software. Also experience in Product Planning and Marketing Administration.

Obtained the largest single order for commercial type microwave systems placed up to that time.

Successfully negotiated Government contract for the design of automatic equipment for the mass production of diodes and transistors.

Established and managed a Communication and Navigation Equipment Sales Operation for a new department of a large corporation and increased sales tenfold in four years.

Transformed a Computing Services business from a half million dollar loss into a profitable operation in one year.

Developed Product Plans for a successful line of Computer Peripherals which have been in production for several years.

Organized and managed a Government Marketing Office in the Washington, D.C. area for a Data Processing manufacturer and obtained several multi-million dollar multiple systems computer hardware orders.

Participated in annual negotiations with General Services Administration to enable a manufacturer's Data Processing Equipment to be listed in the Federal Supply Schedule.

Directed proposal efforts and negotiations resulting in Government contracts for the development of advanced components including tantalum capacitors, relays and batteries.

EDUCATION

Bachelor of Electrical Engineering, plus several Business and Marketing Courses

PROFESSIONAL AFFILIATION

Institute of Electrical and Electronic Engineers - Senior Member

PREPARING FOR THE INTERVIEW

INTERVIEW KIT:

A "one shot" scrapbook, don't prepare more than one.

Applicant controls its use, keeps in his hands.

Do not give it over to interviewer, let him look only.

Can be a useful interview tool.

Can contain:

- Letters of commendation
- Letters of reference
- Photos of equipment worked with
- Copies of presentations (unclassified)
- Samples of reports

Above items are optional. Content should be broad.

THE INTERVIEW ITSELF

Each interview has four stages:

1. OPENING - The interviewer has the lead here - play the American version of the "Japanese Tea Ceremony."

2. INTERROGATION - Again, the interviewer has the lead, attempting to learn about the applicant. In his replies, the applicant should be positive and brief, but should respond with more than a simple "yes" or "no."

3. SELLING - Here the applicant takes the lead. The applicant endeavors to show how his past experiences can be of benefit to the company and the job for which he is applying. Visual aids (interview kit, charts of past accomplishments, etc.) are very valuable selling tools at this point. Questions about the company's problems provide a bridge to show how your accomplishments can be applied to their problems. Questions about the company, its future plans, and the specific job permit you to show your knowledge of the company and provide the basis for further questions.

4. CLOSING - Whenever you are ready to ask for the position, ask for it! Leave on a positive note; arrange to call back for a decision at a definite time. Try to determine the person who will make the ultimate decision about hiring.

Use of the "Interview Kit"

The Salary Question

Whenever the question of money comes up, do not enter into this discussion before having sold yourself to the interviewer, and reaching your own decision that you want to work there.

Every time he starts asking you about money - you ask him more questions about the job.

Use and Protection of References

The Employment Application

FOLLOW-UP ACTIVITIES AFTER THE INTERVIEW

"Thank-you" letters (less than 1% do)

To the men who interviewed you.

Summarize what the company's problems appear to be- and why you want the job.

The last paragraph should state that you will contact him in a few days.

Phone Calls

Personal Visits

Subsequent Letters

Persistence

Regularly scheduled contact with individual who conducted interview, and with any other within company deemed propitious.

"PROBLEM" QUESTIONS THAT CAN ARISE IN AN INTERVIEW

1. What do you know about our company?

   Better know much about what they do, product lines, size, income, reputation, and image. Companies in the news are easy to "research" -- see page 26 on Researching Employers. Don't come back with you don't know much but would like to learn.

2. What are your personal five year goals?

   "I would like to be a project manager (chief engineer, v.p., etc.)" "I would like your job" could be dangerous - know the interviewer before answering in this fashion.

   Relate answer to employer rather than giving a self-serving reply.

3. Why did you leave your last job?

   Almost a sure question on every interview. Try to give a "group" answer -- "When the contract was canceled, our complete division (department) was let go".

4. With your background, we believe that you are overqualified for this position.

   This is the time to really sell yourself. Show that your so-called over-qualifications can be a plus for the employer.

   Note that this may be a ploy by the employer to suggest a low salary. If you are interested in the position, continue to show how you can be of value to the employer.

5. We feel that aerospace (defense, etc.) was not profit oriented.

   Point out the similarities between your past position and the employer's: schedules to meet, budgets to meet, manpower requirements to meet. Show how your past experience can be of great value to the employer.

6. Our experience with aerospace people has not been good.

   Stress that with your knowledge and past experience, and by showing that you know about this company, there is a good match. Show that what you have been doing previously can help this company solve it's problems.

7. What did you like least about your previous job?

Wants to see how applicant reacts.

Wants an honest answer.

Reply in a positive way by taking a 180° turn.

8. What are three of your strong points?

Know more than three.

Relate them to the company and job when possible.

9. What are three of your weak points? (A look for the reaction type.)

Turn weaknesses 180° to be positive.

Take a weak point and turn it to your advantage.

"When schedules are pressing, I sometimes get in there myse
"I an intolerant of sloppy work, (laziness)."

Give one good one and probably not have to give other two.

10. What do you feel this position should pay?

You don't know, what range do you have?

Go back with another question.

11. How much do you expect (want) if we offer this position to you?

Be very careful in reply to this.

Employer should have assigned a $ value to job.

Market place value of job may be key to answer.

Do you (employer representative) wish to make an offer and then negotiate the salary? (A Bold Approach).

12. What is your philosophy of life?

A "reaction type" question - interviewer is often "testing" for reaction.

Turn question to your advantage.

Don't linger in answering the question.

Answer depends on whom you are talking to.

13. Any objections to a psychological interview and tests?

Answer should be, "No, don't mind. Hope it's job related." Extreme symptoms are looked for.

Brain Watchers (Author - M. Gross/Publisher - Random House) is a good source of information about industrial psychology.

14. What was your salary in your previous position?

Try to convey that your previous salary has nothing to do with how you can perform in the assignment for the prospective employer.

15. Don't you feel you are a little too old/young for this job?

Rely on a past experience to support no answer to this question.

You may not know enough at this stage about the job to answer. If so try to get more information with another question.

16. What's your family's reaction to moving?

Better be able to say you have discussed the subject and they are willing.

17. Would you mind moving to another location - how about family?

Better prepare to answer such a question - No.

May be a "deselector" especially during early stages.

May not have to ultimately move - you never know.

18. How much do you expect to be making five years from now?

You never know what the value of money is going to be five years from now.

Don't fall into trap of telling them what you are going to make.

Don't give a dollar figure.

Talk in terms perhaps of being more interested in satisfaction to be derived from the work to be done and the financial rewards will follow.

19. Tell me about yourself

Don't spend much time in answering this.

Tell something about yourself that relates to the job opening and let it come out in the form of a helpful experience - what you can do for employer.

20. Why do you want to work for us?

Something the company has to do and you can contribute to the doing of it.

21. Why do you want this job?

Similar to one above. Use same basic approach

Out of work and hungry? No!!

22. Why do you want to work for this company?

Know why in your mind and answer in terms of what will interest the employer.

23. What would you do for us?

Don't presume to tell (lecture) the interviewer exactly what you would do since you don't really know their "problems." You better know enough about the organization to relate an experience of yours which represents successful solving of a past employer problem.

RESEARCHING EMPLOYERS

When you have received a request for an interview, one of the next steps is to perform research-in-depth on the company.

While some information will be difficult to obtain, fill in as much as is available. Here are some rough guides for evaluation:

ANNUAL REPORT: Indicates financial posture. Available from the company directly, or from stock broker.

STANDARD & POOR'S REPORTS: Financial and some product history about company - available from stock broker.

AGGRESSIVENESS OF MANAGEMENT: Difficult to assess - a judgement item. Look for possible reports in some of business magazines, Fortune Business Week, etc.

PUBLIC RELATIONS DEPT: This is a catch-all department and they will usually be able to help with the overall picture of a company.

SALES, COSTS, & DIVIDENDS: This information may be obtained from the annual report.

GROWTH & HISTORY: Picture may be put together by plotting information from annual reports for several years.

COMPARISON WITH OTHERS IN SAME FIELD AND IN OTHER FIELDS: Look in trade publications.

R & D EFFORTS: Not easy to obtain this information. Try professional publications.

Static information is not as valuable as the picture over a period of time. The more interesting company is the one that has grown over the years and has weathered storms and changes in technology. This analysis is similar to one that might be performed if you were considering buying stock in the company that is going to interview you; if their stock looks interesting, on the basis of business considerations, then it can be an interesting company to work for.

THIS IS A LETTER FROM AN ATTENDEE AT THE FIRST AIAA WORKSHOP. HIS JOB HUNTING EXPERIENCE MAY PROVIDE SOME VALUABLE LESSONS FOR YOU.

Dear Norm:

This letter has been on my mind for a long time. When I found my new job I was so thrilled that I devoted time to acquaint myself with the business of my new employer. However, I was not too busy to set aside one night per week to counsel at the Workshop. I wanted to pass on to others what I had learned.

When I attended the very first session at the Airport Marina, I was lucky in two ways - I was employed and I phoned for a reservation. At least several hundred were turned away probably because the newspaper article made no mention of reservations.

Before the first session was over, my confidence in myself had increased and I had plenty of homework for the next session. I appreciated the approach that only I could help myself - The Workshop could provide encouragement and techniques.

At the second session I thought I had the best resume. Well, I found out differently. The criticisms were severe but appropriate. By this time I was unemployed after 11 years with North American Rockwell and highly motivated to write a good letter and resume.

I did not panic but concentrated on my approach. The third session was the one dear to my heart. The real test came when I had to conduct an interview. Even though it was role playing it was real and extremely rewarding to me.

Now you are wondering what happened after the Workshop. I wrote more than 50 letters to selected individuals within companies that appealed to me. I contacted 18 employment agencies by sending a note and resume. In addition, I called many of my friends (more than 30) and asked for leads and suggestions. I might mention that just these exercises put me in a better frame of mind.

I received 32 replies but only 2 opportunities for interviews.

My real lead came from a friend in an employment agency. I took his advice and drove to the company to talk to the chief engineer. He would not even come to the lobby. I was really discouraged.

My friend at the agency said he would call the company back and for me to think about how I could help the company. He arranged for an interview with the Marketing Director. The interview went well. I showed him several of my exhibits.

One week later we met again. After showing him more exhibits, he made me on offer. Two days later I dropped in to discuss the salary offer and how I could help him. Before I could start he informed me that he had to withdraw the offer. Recovering quickly, I said I was very interested and believed that I could offer his company a valuable asset.

Two days later I attended the Annual Meeting at which I met the head of the division. The following day I showed up at the plant with a marketing plan and told the Marketing Director that I wanted the job and that I was the person to solve his problems. He was somewhat surprised at my enthusiasm and insistence. This time I talked to the chief engineer in person. Once we talked about jogging and he saw one of my exhibits - his reservations disappeared.

I was promised a yes or no answer that evening. It was Sunday morning before I got a reply - come to work in one week at a salary across the board. I thanked him for selling me to management. He replied that I sold myself.

Reflecting on how I got this job - I see I used the approach taught by the Workshop - preparation, persistence and perspiration. I believe Gary Grant once said that luck is when preparation meets opportunity.

One of the most rewarding experiences has been the opportunity to serve as a counselor at the Workshop. Again I wish to thank you, AIAA, and others who have made this project an overwhelming success.

As for the Workshop, I feel great that an organization like AIAA could respond to this human need in a critical time without regard to membership, company affiliation, level of education, sex,race, employment status, etc.

I have been tempted many times to blame the President, government, and the aerospace for my unemployment. The Workshop helped to put those thoughts in perspective and lend light to the darkness. Aerospace skills are valuable and with some personal effort can be applied to other industries.

After being unemployed for just 2 months, I now realize how a person's selfworth is related so closely to his ability to work - to earn.

Again thanks for your Workshop.

LETTER FROM AIAA WORKSHOP ATTENDEE

March 10, 1971

Dear Wayne,

I'm writing this letter to express my appreciation to you and your fellow AIAA Workshop counselors for the tremendous service you are rendering to the temporarily unemployed members of the professional community. I would like to describe my personal job hunting experiences in some detail, in the event that this information might be of benefit to people who will attend Workshop sessions in the future.

I attended the first Workshop session while I was still employed, with no real expectation that I would be layed off in the near future. I had only mild concern about a lay-off because I knew that my department had adequate budget to support the present level of personnel. On Friday of that week, I was layed off; the company had arbitrarily decided to operate on an under-staffed basis and they selected the two highest paid and oldest people in the department for lay-off.

I was pretty well shocked and demoralized. In twenty years in industry I had never spent a day out of work, and all my previous job changes (three) had been the result of my finding better positions while still employed. I remained in a state of depression until the second workshop session, which served to greatly boost my morale. After some retrospect on what I had heard at the first two sessions, I realized two key things. These key things were to result in my obtaining three job offers within eight weeks of the time I was layed off. Key item number one was the discovery that there were still good jobs available - many of them, in fact. (Of course, I also realized that the competition for these jobs was severe.) Key item number two was the realization that nobody was going to get one of these jobs for me except myself. Many people, of course, provided extremely valuable advice and assistance, but the main driving force had to come from me. With these thoughts in mind to motivate me, I resolved to wage the most vigorous job finding campaign of which I was capable; the sooner I found a job, the less I would deplete my savings. I found that there were so many things that I could do to help myself, that I was kept busy over twelve hours a day, seven days a week.

During the first few days after I was layed off, and during the period I was still depressed, I looked at many alternate ways of making a living including such things as distributorships, franchises, stock brokering, commission salesman, etc. I finally concluded that my best chances would be to stick with what I knew the most about and what I could do best, namely engineering. I also made a firm commitment to get out of aerospace for good.

The first step in my job hunting campaign was then undertaken in earnest. This consisted of the compilation of an accomplishment data bank. This data bank took over two weeks to prepare and refine. I went back over my twenty years of experience and reduced to writing every significant accomplishment of my career. This included individual accomplishments as well as those that were performed as a member of a group. To my amazement, this list was over thirty pages long in rough draft form. The next step was to boil each accomplishment statement down to the most succinct and well-written form possible. To the greatest extent possible, these statements explicitly illustrated how the accomplishment had benefited the company (profit increased X dollars, costs decreased Y dollars, efficiency increased Z percent, etc.)

Now that I had a fairly good idea of what the product consisted of, I was ready to merchandise it. Like most merchandising campaigns, the first step was to advertise. I contacted every person I could remember being associated with during my professional career, every social acquaintance, and every business acquaintance. (Doctor, attorney, tax accountant, etc.) In making these contacts I did not stress my need for a job, rather I told them that I was between jobs, available and, if they heard of any opportunities which matched my desired criteria for a new position, I would appreciate them letting me know about it.

I also began to selectively answer newspaper advertisements and to contact companies which I thought might provide interesting opportunities. In replying to newspaper ads (which were mostly blind ads), I used very brief, highly sales oriented letters. In contacting companies, I did sufficient research to determine the specific individual in the company who would be in a position to hire me and wrote him a brief sales-minded letter. All letters that I wrote drew on information from my data bank and were specifically tailored to most favorably reflect my capabilities to the job requirements.

During this advertising period of about two weeks duration, I contacted over three hundred people by phone (nationwide), wrote about thirty letters in response to ads, and contacted five companies directly. The end result of this effort was gratifying. I received a number of replies requesting that I submit a resume.

Only now was I really in a position to write a resume that I felt had a good chance of winning a job. I wrote ten resumes in all and each was written in response to a request. Each resume was a completely original document aimed 100% at the requirements of the given job. I tried to attain perfection in each resume submitted and this usually required five or more rewrites of each one. In writing the resumes a major research effort was undertaken to gain an understanding of the exact position requirements. Using the data, it was then possible to tailor the resume to these specific requirements. I felt that it was important to eliminate all extraneous accomplishment information from the resume that did not pertain to the job it was aimed at. I payed a great deal of attention to format and made much use of underlining headings and indenting to provide ease of reading and clarity.

The ten resumes I submitted resulted in three interview situations. By interview situations, I refer to the fact that my interviews with each company were in fact multiple interviews. I had between three and ten interviews respectively with the three different companies. One of the interview situations was the result of an answer to a blind ad, one to a direct contact with a company, and one through a lead I got through one of my personal contacts.

Getting ready for the interviews was the most important and the most time consuming aspect of my job hunting campaign. I first set out to learn as much about the company as was possible. I found that this was relatively easy to do. In each case I had long telephone conversations with the public relations manager of the involved company. I never needed to tell them why I wanted the information. These people were proud enough of what their companies were doing that my expressed interest in them was sufficient to have them volunteer all the information they had. One conversation lasted over two hours. I also got information from my stock broker, from any contacts that I could develop inside the company and from any other available source. I then followed the workshop interview preparation suggestions to the letter. I believe that this element of my campaign was the most important reason for my success. I was so well prepared for each interview that I was able to maintain complete poise and self-confidence. So much so, in fact, that the interviewers were probably more ill at ease than I. This,in turn, allowed me to direct the course of the interview the way I wanted it to go.

After each interview I scrupulously followed the suggestion of writing an interview follow-up letter. I also made many follow-up phone calls to each company. I wrote sixteen follow-up letters and made some twenty-five phone calls. This follow-up activity took place over a period of about two weeks. During this period I did not slack up on my advertising campaign but continued to re-contact previous acquaintances, answer blind ads, etc.

Then, on Friday morning, seven weeks after I was layed off, the first break came. The president's secretary from the company that I had been interviewed by ten people (over a three day period) called and said that the president would be calling me later on during the day. I waited all day but no call came. In order to keep my morale up during the weekend, I worked harder than ever on some new opportunities that were beginning to look promising.

Early Monday morning, I got a call from the second company to come to lunch with the division general manager. (I had still not heard from the president of the first company.) During lunch I was offered a job at a 10% salary cut. I was happy to have the offer and probably would have accepted on the spot if the call from the president of the first company (which I preferred) hadn't been pending. Very fortunately, I requested the opportunity to think the job offer over for a day or two.

When I got home from lunch, I was called by the president of the first company. Could I come to work immediately? The salary offer and fringe benefits amounted to about a 55% increase over what I had been making in my previous job. I was astounded and naturally accepted the offer at once. Later that week, I got a telegram offer from the third company at an across-the board salary. Needless to say I declined the offer.

As it has turned out getting layed off was the biggest break in my career. In thinking back on what elements of my campaign were most responsible for successfully achieving my objective I can name five primary factors:

1. The guidance I received from the AIAA Workshops Sessions. I did my best to follow their recommended groundrules to the letter.

2. The personal assistance I got from the AIAA Workshop counselors. I even called several at home when I was in the need of advice and guidance.

3. The approach in all my communications (both oral and written) with potential employers was to be concerned only with what I could do for them and not with what they could do for me. I never discussed items such as fringe benefits, working hours, holidays, vacations, etc.

4. Good morale and self confidence generated by the data bank preparation task. Complete self confidence is of utmost importance in maintaining good poise during an interview.

5. And, most importantly, hard work. I worked harder and longer during the two months than at any other time in my life.

I again want to thank you and the other Workshop counselors for invaluable assistance.

My best personal regards,

Leo

P. S. Please feel free to publish this letter and edit it in any way you wish if you think it would be of value in future Workshop sessions.

APPENDIX B/SEVEN STEPS BOOK

JOB HUNTING

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JOBHUNTING

Seven Steps To Success

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1. PRELIMINARY ENGINEERING

So you're out of a job. 'When you're down and out, something always turns up,' Orson Wells once said, 'and it's usually the noses of your friends.'

Don't you believe it. Right now you are going to need good friends. They help. We'll talk about that later. But for now just remember two things:

1. You are intelligent and have useful skills.
2. There are many job opportunities — labor statisticians estimate nearly one million jobs per month open up, not counting sales and 'representative' type jobs for which there is an almost unlimited demand.

Your problem: present your capability to the proper employer and get the job you want!

Don't underestimate the difficulty of this task. As has been said, 'LOOKING FOR A JOB IS THE HARDEST JOB IN THE WORLD.' More than that you're not sure just how to go about it—read the want ads? Use an employment agency? Welcome to the club. You have a lot of company.

Finding a job—a decent job—is complex, hard work, lonely, and discouraging. You are not sure of how to go about it because few people spend a lot of time jobhunting. They've usually spent most of their time working. So you don't have much experience.

That's what this piece is about. To offer you some tips on how to go after a job. There are some bad traps waiting for the inexperienced jobhunter. You should know about them. And there is the plain problem of getting your ducks in a row so that your search for a job proceeds in a workmanlike manner—not spiced by emotional alarms of financial panic.

Let's put first things first. Let's talk about your finances.

When you leave the company, you go out with a certain amount of financial maneuvering room. You have severance pay, maybe some accrued vacation pay, perhaps some money in the bank, and maybe some savings bonds. But even if you've been exceptionally frugal and put away quite a bit you can't afford to deplete your finances to bedrock.

The very day your bank balance hits zero is the day your car will cough up its transmission. You need maximum maneuvering room for finding a job because it often takes an agonizing period of time.

Don't underestimate the amount of time finding a job will take. Employment counselors note a definite bracketing effect with high skill level job seekers. It usually takes from six to nine months to find a new position. That's the bracket: six to nine months. And that's assuming a steady, full-time search effort.

Unless you have an ace in the hole or are prepared to take a job that pays at least 50% less than you were making, you are going to have to prepare for this long pull ahead.

So how do you buy some more time? You sit down with your wife and draw up an honest income and outgo chart. Many people become quite creative in ways to save a few cents. You need to save many dollars and there is only one way to do it.

Identify the large outlays and stop them or sharply cut them down. The last couple of months of checkbook entries will provide a basic outgo chart.

Now is the time, after you analyze your charts, to establish a budget with teeth in it. You will need money for gas, parking, and modest lunches. Your wife will need money to provide food, utilities, and necessities—the real ones. Youngsters can't go to school barefoot but they can do without the latest mini, midi, maxi (pick one) skirt or pop record.

Until you are working again, every penny of outgo must answer this challenge: 'Do we *have* to spend it?'

One of the heartening things about jobhunting is the way the family comes through like troupers. Don't try to hide it. The first night home you sit down with the family and explain the situation. Dad and Mom aren't going to become Scrooges. Dad and Mom and the family are going to have to be as careful about money as they can, until Dad starts his new job. It takes teamwork. Everybody has to help.

'Oh we had occasional tiffs and tears,' one ex-jobhunter recalls. 'Blowing money is a habit and it takes two or three weeks to break it—and you never lose the urge. Only rarely was there any real pain in not buying something. But it had a wonderfully therapeutic effect. After I got a job again, both kids started savings accounts. They'd found out what a 'rainy day' was.'

Naturally, you've registered for unemployment compensation. It's not lavish, but it helps. It is quite obviously not enough to live on for any length of time. Your outgo chart will show you—even with drastic reductions in disposable spending—that major bills will eat up what savings you have in short order.

There are bills and then there are bills. You need to last six to nine months. Take a closer look. You need your utilities, especially your telephone. Pay them promptly. But the big bills that are coming on like tigers...pull their fangs and you'll be in better shape.

There are some ways. For instance, you can afford to take small tax penalties rather than pay the full amount when due. On federal income tax, as an example, if you file your return but do not pay, the penalty is 5% and interest is 6% per annum With county taxes, Los Angeles, for example, charges 1% interest per month. If you owe, say $500, where else could you get a loan so reasonably?

The Federal Internal Revenue Service also has special provisions for 'hardship cases, but the IRS attitude is along lines that make Simon Legree sound like a benefactor to mankind. For instance, when queried about the situtation of the unemployed person, the IRS admitted it had provisions for such problems.

'For instance a person unable to make payments will be counseled to obtain a loan or sell his house,' the office said. 'Hardship cases are construed to be where there is no money available from any source.'

Mortgage companies show a more enlightened attitude. In the course of preparation of this article, two major mortgage-holding insurance companies and three savings and loan companies were consulted. Their attitudes were unanimous:

'Come in and talk to us. We'll work something out—partial payments for a few months or something like that. But come talk to us. Don't just quit paying. If you come in and shoot square with us, we'll do the same. And often you can come out with your credit rating as good, or even better than it was before, if you keep your word.'

Many times you can't afford the gasoline and time to get around to all the minor creditors. So write them a pacifying letter:

'Dear Creditor: Enclosed is a token payment on my account. I've lost my job and am in the process of finding a new one. I know you don't want my (car, furniture, sewing machine, etc.), but I do. You can count on hearing from me every month. I'll resume full payments just as soon as I'm able.'

Creditors really don't want the goods back. In nearly all states a token payment of, say, 10% satisfies legal 'good faith.' Creditors will go along with you a long way if you'll keep them advised.

(Note: Don't be discouraged when the idiot computer ignores your plea and sends a ready-made snarly letter the next month with late charges and threats. Your letter is working its way up the creditor chain of command. Let the computer blow a transistor. **Just keep copies of the letters you send each month. You are paying on your bills. Should it ever get to small claims court this is important.**)

Don't under any circumstances just quit paying big bills, such as a car payment. This brings the repossession man in short order. With a partial payment you buy time and let the creditor share your pain. With no payment you may get up some morning and find your car gone. You need those wheels to go find a job.

Now some words of caution. When you've gone through your payment requirements you cringe. You just don't want to face all those creditors or write them letters, so you look for a way out. You start thinking illogically—although it seems like a Beautiful Idea at first thought. You think about getting a loan on your house to tide you over or maybe refinancing it.

'This is a last resort kind of maneuver these days,' observes the mortgage manager of one of the nation's largest insurance companies. 'Some of these second mortgage companies say 'no payment until after Christmas' but Christmas comes and so does that monster of a payment—only it doesn't stop. It just goes on and on. A lot of people lose their homes to a little high-cost second mortgage.'

Most big insurance companies have stopped refinancing single dwellings. This is the current province of the savings and loan companies. But with interest rates currently running at 9 1/4% (in California), a refinance maneuver can be fiercely expensive and available only to well paid-down homes.

It is better to face your creditors and try for time than to take the almost certain losses involved in today's real estate and mortgage money market. And if you're cowardly, there's a way out; not good, but a way.

'On house mortgages we normally wait for two or three months before we do anything except send letters,' observed the previously mentioned mortgage manager. 'Then after about three months and we've decided they just aren't going to pay, we file a notice of default. This takes another three months before we get to foreclosure. So if somebody stops paying it is at least six months before we can move them out into the street.'

So face the facts of life and face your creditors. Also face another problem essential to you and your family's welfare—health and life insurance. You may have forgotten but you lost a large portion of it when you left the company. You can't ignore it.

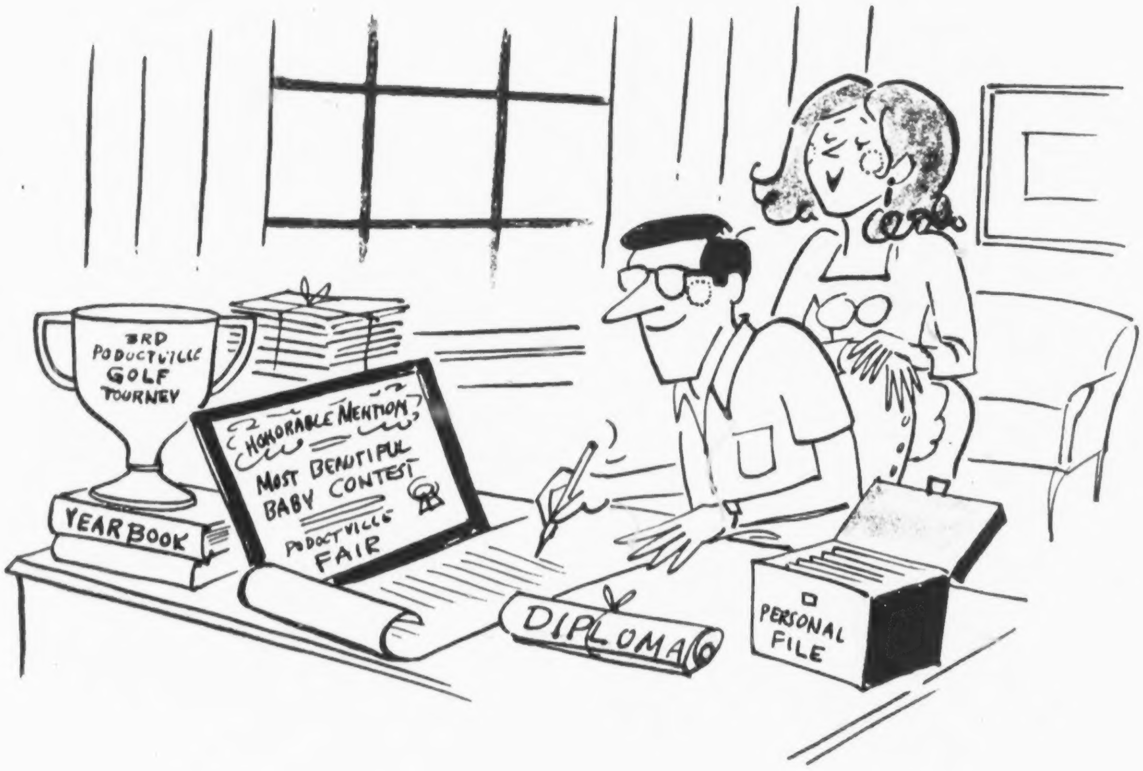
Here's why; listen to the words of a prominent labor official testifying before a government committee:

'In my some 10 years of direct labor relations experience, I cannot recount to you how often debilitating illness strikes soon after layoff. It seems the trauma of job loss and the uncertainty of income has an adverse effect on many—and it hits just when they can least afford medical care and then at a time when their insurance has lapsed.'

Buy the best health insurance you can afford. Buy the cheapest kind of life insurance, usually term insurance. You're not trying to make an estate. You're just buying coverage for the short run. Do it right away, tomorrow. This comes before jobhunting. It's the armor you need for protection of your family...and you while you're hunting.

If you've read this far you have probably determined this is not theory, but assembled facts from people who have 'been there.' Now hang onto this piece until you can find some place where it is quiet, you'll have some time, and take along a pencil and a tablet.

You're going to have to do some of the hardest work around. Think. But it's on a good subject—one of the nicest guys you know. You.



2. PRODUCT ANALYSIS—KNOW THYSELF

If you've never thought carefully about it before, you may have missed the fact that **getting a job is selling yourself to an employer.**

Now you need to think about this. You are selling a product—you.

'Oh, come now! I'm a (planner, engineer, QA man, etc.). All I need to do is locate somebody who is hiring.'

Fast response but that was the old ball game. Aerospace is now on the downswing and it looks to be a long time before the pendulum goes back up. Accountants are accountants. They can switch over to a soap factory tomorrow and the numbers won't have changed a bit.

But for the skilled technical man out of aerospace there's the problem of finding a place to apply his talent. It may have to be outside his normal field. So you need to start making a list. What are your strengths?

(What we're starting here is a do-it-at-home vocational guidance exercise, much abbreviated. If you want general aptitude testing and counseling, check with one of the local universities, State Professional Employment Service, or the YMCA. In the Los Angeles Area, for instance, UCLA has an exceptionally good vocational guidance clinic. Avoid the 'vocational guidance counseling' service of employment agencies or executive job counselors. It is usually poor and almost without exception not worth the high price.)

When you are selling something, you want to be sure you are fairly representing the product. (Telling the truth is just plain easier as any salesman will tell you.) You also want to analyze the product to be sure you are selling to the right market.

So let's work on the list. What things have you done of a constructive nature that turned out well? Your real accomplishments? These don't have to be just in your career. Start from the days in high school. What things have you done where you demonstrate a knack? It should be a long list.

(This will take time—several hours. You think. Then you write. Then you think some more. Jobhunting is hard. But when you get this list built you'll have some clear indicators that will lead you into something that's a challenge instead of a chore.)

'There are two areas where people seem to operate almost purely on emotion,' observes a veteran industrial relations man. 'One is marriage and the other is a job. Oh sure, they can give you lots of rationalization for why they did it afterward, but actually it's almost always happenstance—a click of two personalities, boy and girl or man and employer.'

If this click is to happen, you need to be operating on the right wavelength. The list will help you determine your frequency.

Once you've built up your list as far as you can, go get some help. Ask your wife and friends to help you. Many times they will recognize attributes that you do not notice or had overlooked.

Maybe you list 'built hi-fi rig with exceptional response.' And your wife may observe that you 'sold the rig for a handsome profit.' Or 'helped friends build similar sets; is a good teacher.'

With your fairly complete list of capabilities, competences, and successful ventures, apply some analysis. What things did you enjoy most? (One check mark.) What things were most successful? (One check mark.) What things would you like to do more of? (One check mark.) It's normal psychology to enjoy that which we do well. This does not mean that it is the thing we find easiest to do. A good job always has challenge. The 'piece of cake' soon becomes a bore. This will emerge as you watch the three check mark items build up.

'Who's kidding who,' you say. 'I'm a missile control design engineer. What's all this phony exercise going to do to help me get a job?'

If you've used your headbone and really worked on your list of skills and accomplishments, you'll quickly see patterns emerging that will give you insights into your own abilities and desires.

For instance, looking at your self-analysis, did you get the most personal reward from doing a good job of system design or from making the presentation that sold it? Were there rewards from getting some good work out of a lazy, cross-grained cohort? Did you do some coordination between people that brought about results?

A prominent management author argues that there should be no such thing as a job description for a man earning more than $150 per week. This pigeon-holing keeps a man from realizing his full potential because he starts to think of himself only in pigeon-hole terms. You're bigger than you think. Almost every man is. You can do many things and well.

As you sift through your list, sort out the big items with several check marks. These are your strengths. But where do they apply?

Ideally, you could punch these items into a card, feed it to the computer and it would furnish a readout of job classifications for which you are suited. That day may come. It is not here yet.

You'll have to do it the hard way. You've thought through your strengths enough to know them (and no two men are alike) so you're ready to get a payoff from your tax money. You are about to become a library patron. You'll find your library is one of your major aids in jobhunting.

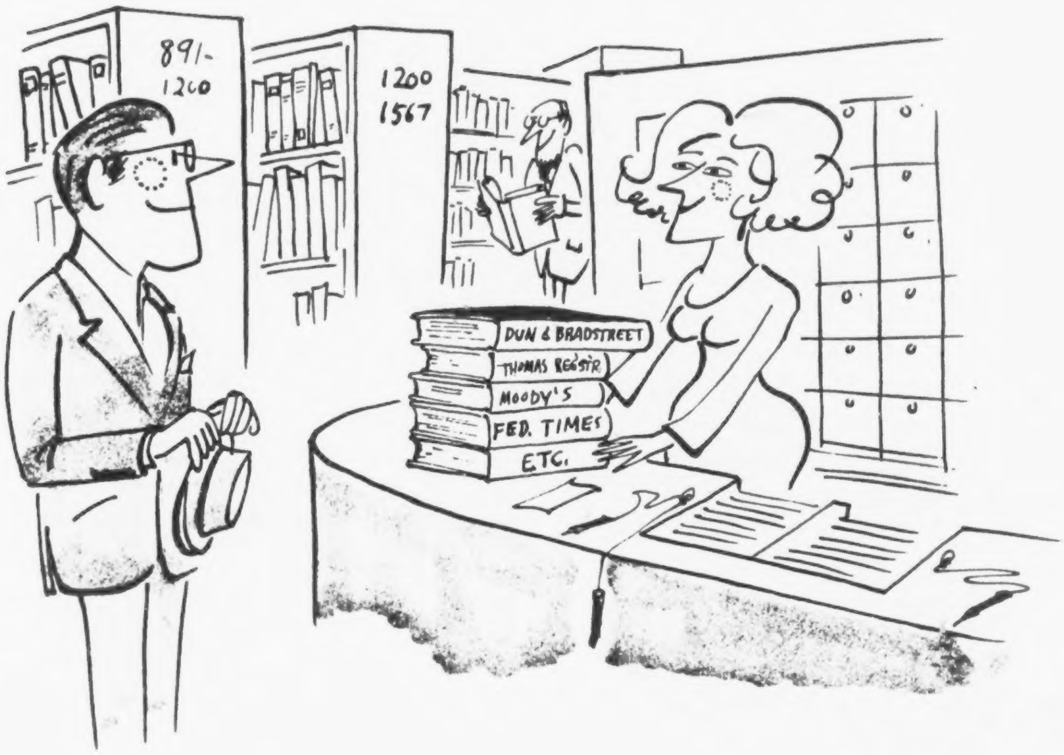
What jobs require what you have to offer? Talk to your librarian for source material. One of the first books she'll likely guide you toward is 'Occupational Outlook Handbook,' published by the U.S. Department of Labor. There are several books that contain job descriptions.

Would you believe that an investment analyst for a stock brokerage firm or a life insurance salesman use many of the competences in the inventory of an average engineer? The difference between the two jobs is that one has a knack for persuasion, the other doesn't. But both must have analytical ability.

There are many other similarities between types of employment. As you proceed through job descriptions you'll find a number that fall within your personal inventory of qualifications.

Again, you sort and evaluate. Putting the types of jobs on 4 x 5 cards is a helpful maneuver. Where do you fit and how big is the field? You're starting to think of the next step, Market Research.

And if you've spent three or four days in this stage, don't begrudge the time. This preparation will pay off. You have to know **what** you are selling before you can start investigating **where** to sell it.



3. MARKET RESEARCH—WHO CAN USE YOU?

'Ask not what your country can do for you, but what you can do for your country,' said the late John F. Kennedy. Paraphrase that quote, substituting company for country. Now you have the kind of thinking that must pertain if you are to be successful in finding employment.

What can you do for a prospective employer? It's not an easy question, but if you can answer it successfully—and he can afford you—you'll have a good job.

Right now you need to find an employer who needs your contribution. Where do you look for him?

U.S. Vanadium may need a materials and processer engineer in Rifle, Colo., but do you—and equally important does your family—want to go there...or anywhere? Before you start looking for the employer who needs your contribution, there needs to be a family round-table on 'will we move if required?' (It usually ends up 'depends.') (But sometimes 'no way.')

Grass may look greener in far pastures, but first have a little chat with someone who's moved recently. Inflation is in the moving business also. Unless a prospective employer will relocate you, a move can be a financially traumatic event. And it will always be expensive, even if you're moved as part of the job.

This decision is up to you and your family; weigh it carefully.

Now back to finding that needy employer. A fine place to look is in the local library. It's quiet there and you think better. Lean on that frail librarian and tell her what you're about.

You can start with the yellow pages of the local area telephone books and you may want to take down a few likely prospects. Then the librarian can guide you to the local chamber of commerce business directories, membership rosters of various trade associations, purchasing guides, and the like.

If you're ready to shoot at the market nationwide, the librarian can start you out with Moody's Industrials, a book which gives a synopsis of firm size, location, plants, and officers of all companies whose securities are traded. There is a selection of similar publications such as Dun and Bradstreet (companies indexed geographically), Thomas Register, and others. **Let the librarian help you. She knows her trade.**

You'll find the list of firms that employ people with your talents awe-inspiring—and far too large to handle. So spend some time with your tablet and copy the pertinent information on those in which you're interested. Don't forget government jobs. The best listing for federal is in the Federal Times. But there are also city, county, and state personnel offices to check on, locally, and in other areas if you're in mind to move.

There is a surprising spread of job knowledge among your friends. Don't keep it a secret when you're out of work. If necessary break out your Christmas Card list and work your way down evenings on the telephone.

Tell them you've got some thing going but you sure don't want to pass up any bets these days. What people in what areas do they know that might be able to use a man with your talents? Maybe they didn't know it before but you are a pretty talented guy with quite a range of capability.

Send them a resume and let them see if it stirs any thoughts of places they might know where you could hit. Especially you'd like to know names of the man to write to. You don't want your friends to go jobhunting for you. **All you want from them is leads.**

Have a chat with your local banker. You're on the look and you'd hate to pass up a really good opening just because you didn't bother to ask. If you're on good terms with your insurance agent talk to him. Talk to any of your acquaintances that have work that brings them into touch with numerous business people.

If your university placement office is within easy range that's a place to make a call. If it's far away, send them a resume and a letter.

Keep in circulation as much as you can. Attend professional society meetings and any other group activities. Let the people know you are between jobs.

Carry a notebook with you at all times. You're looking for names and prospects to build your job search mailing list. Don't be at all backward about talking to people about the kinds of requirements it takes to do their kind of job. Most people like to talk about what they do and how they got into their line. You'll find some good clues.

And keep building your mailing lists!

Also build your ego a little. As you're making your primary and secondary target lists (see, you're already experienced enough to figure that one out) deliberately put some big company like IBM or DuPont on the secondary list—or just cast off some big firm as not worthy of your inquiry. You can affort it. And it will make you feel better.

If you let yourself get too discouraged about this business you can become panicky. Keep your cool and your sense of humor. As any veteran will tell you, there are elements of combat in jobhunting—stressfilled situations, necessity for good thinking and accurate response, shrewd use of resources, and—and this is no joke—requirements for bravery.

Cowards panic and flee into the first job at the gas station. Then they whimper about their lot. The man with a calm rein on his nerve and accustomed to stress—just as you are—goes about his work in a methodical manner and accomplishes his task. You'll get something better than a medal—self satisfaction. And as a by-product, more monetary reward.

(The optimist sees the glass as half full; the pessimist sees it as half empty. In jobhunting the optimistic attitude is the only one you can live with. Your next job should be the one that gives you more than half satisfaction. It is a simple truism that the more satisfying the job, the better you work at it. And the better you work at a job, the more money you make. It comes automatically as a by-product. Don't lose sight of this satisfaction goal. It is important to your future.)

By now you are probably beginning to wonder just how far this theory and research procedure is going to go on. How about the want ads; what about the employment agencies?

Okay, let's talk about them. You have been doing the groundwork for beating several species of bad-acting employment agencies at their own game. We know you've read the want ads. That's the first thing you looked at the night you got home with your lay-off slip. And you didn't like what you saw there or you wouldn't be spending the time to read this. At this stage you have an analysis of your strengths, your talents, your skills. You have some lists of firms that could use your live cog in their industrial machine. Now how do you get there from here?

EXCL'NT
EMPLOYMENT
AGENCY

4. MARKETING STRATEGY—HOW AND WHERE

Perhaps you are ready to throw in the towel, look in the yellow pages for a likely employment agency, and let them find a job for you. So you have to give them a month's salary—it's worth it. And maybe it is. Some agencies may be able to get a good job for you. But many won't.

As a matter of fact, you may be getting ready really to donate a bundle to a con artist. With due regard for libel laws, we can freely state that many employment agencies operate far out on the ragged fringes of legitimacy. You may regard them as beyond that point when it's your money. Let's take a look at the kinds of agencies:

A. State Employment Service. This is the agency you went to right at the beginning to register for unemployment compensation. The 'State' handles many jobs—and some are even good in their professional placement branches—but generally, State deals with low skill levels.

This agency tries hard but is normally understaffed and overworked with consequent problems of organization. You will often find good employment counselors at State and they will help you with your analysis of competences. But you may have trouble nailing one down long enough to help. The price is right—State's services are free.

B. Order Filling or Employer's Agency. You'll spot this kind in the yellow pages by phrases like '100% employer financed.' If in doubt, ask on the phone before going there. These are straight body brokers hired by employers to obtain specific skills and talents. It costs you nothing—if reputable. Get yourself into the files of every single one of these you can locate. It only costs the time to make the trip and register. It's a good investment of effort. Certain of these agencies dealing in overseas employment charge a stiff fee, but they earn it. If you're interested in going abroad it may be worth the $125 or so but check out the agency in advance.

C. Employees Pay or 'Fee Agencies'. These agencies require a percentage of your annual income for finding you a job, usually equivalent to a month's pay, or more. This is the fee. Do not be deceived that all of these agencies exist to find jobs for people out of work like you. Many of them exist to prey on the jobhunter with strategems worthy of the used car huckster. (Ask for the names of satisfied clients).

A familiar ploy is the hidden intercom between offices. You describe your abilities to an 'interviewer' and suddenly an assistant rushes in with a frantic need for a man with precisely your talents except a larger salary is offered. All you need do is sign a contract promising the agency to pay a certain sum of money **after** you find a job. What could be fairer?

Once you've signed, the agency could care less about your problem. You are going to have to pay them that sum whether they find you a job or not. You'll find one somewhere, someday, and they'll be around to collect...legally.

As a rule of thumb if you find in your discussion with an interviewer that this agency is going to take over all the problems associated with finding a job for you—just go home, have a beer, and listen for the telephone...you'd better look around for a convenient exit. You need it.

Not all of these agencies are bad. Obviously, if an ethical agency can find a job for you and save you a month's hunting, they are worth a price, even a month's salary. But you want a reputable agency. The quickest way to sort the sheep from the goats is to phone several large employer employment offices. Ask them either to recommend or give you their opinion of agencies you may be considering.

You need all the help you can get finding a job. Register with several reputable agencies. Just stay out of Honest Horatio's Hiring Hall. And make sure any contract you sign specifies that any fee you pay is for the job the agency finds for you—not the job you find yourself.

Many a jobhunter has taken lumps from the rough customers in the employment agency business, so here are some identification marks (you can tell a shark by his teeth):

a) Before you sign any contract for any purpose ask if you may take it home to show to a friend of yours who is a lawyer. If there is some excuse why you can't, then you need to be moving on—fast.

b) Become exceedingly skittish if the contract specifies a fee at both ends—a 'registration' and then 'finders' or 'location' fee after they've found you a job. This may be all right, but it usually indicates the agency is working both ends against the middle. You know who's there.

c) As we said earlier, check your agencies with the Better Business Bureau, large employers, and friends, and, obviously, before you darken their door. There's no need to waste your time sticking your foot into a beartrap just to see if it's there.

d) All good agencies readily admit finding a job takes considerable work on your part. They can't do it all for you. This is one of your most important clues to an ethical firm.

e) Take your time about signing a contract with an agency. If the agency is reputable, it will be in no hurry. Only the sharks have a stampeding need for an immediate signature. Read item 'a' again.

We regret having to dwell on this unpleasant subject, but the proliferation of unscrupulous agencies makes awareness of these firms a necessity in jobhunting. The comparison is much like automobile dealers. Sort well. Now let's look at another shoal in the sea of employment.

D. Employee Service or 'Job Search' Agencies. These sound just great. For a large flat fee (in advance), and usually followed by a whopper of a 'finder's fee' if they get you a job (reread item 'b' below), this type of agency will solve all your jobsearch problems. (Read item 'd' below just one more time.)

Their general approach is that they will take over all the details of the campaign, test your capabilities, help you determine your type of employment suitability, prepare your resume, multilith it, send it to all the likely prospects, and counsel you on how to handle your interview.

You are carefully lulled into a euphoric state of anticipation before the fee is casually mentioned. This is well downstream in the interview. Otherwise you would be so benumbed you wouldn't hear the sales pitch. It is almost without exception exhorbitant.

The simplest form of division will show you that you and your wife can make about $200 per evening doing your own resume mailing at the searcher's fees.

The problem is that these firms actually do what they say in a slap-dash manner. They fill up the wastebaskets of employment offices nationwide with resumes which almost never get read.

'Our junk mail,' sighs one experienced employment man for a large firm. 'You spot this on sight—poorly done resumes written to a pattern, usually with a multilithed picture of the applicant in the corner. You know that 1500 or 2000 of these have been sent out—after the applicant has coughed up about $5000 for the service—and they just aren't worth reading.'

And adding insult to the application is normally an enclosed request for a 'finder's fee' from your agency to the company. This is normally not paid by a firm for an unsolicited job application (no matter what the job search agency tells you). On the rare occasion when a job is landed through the search system—and naturally the company does not pay—the searchers backlash on the applicant for the finder's fee ('as you'll notice down here in the fine print...').

Maybe you think we're overdoing this description of unethical agencies. Go talk to an employment interviewer for a large company about these rackets. If he has a few minutes, you'll discover how restrained we've been.

E. Management Consultants and Executive Recruiters. These firms are the Tiffany's of the employment business. They deal in high caliber people only at breath-taking cost. They seek individuals to fill specific needs and are paid by employers, not by the applicant.

Many lesser employment agencies attempt to fly their flag but by this large sign shall ye know them: the ethical firm will never accept money from an applicant. They usually do not want your resume. Should they accept it, it's strictly 'don't call us, we'll call you.'

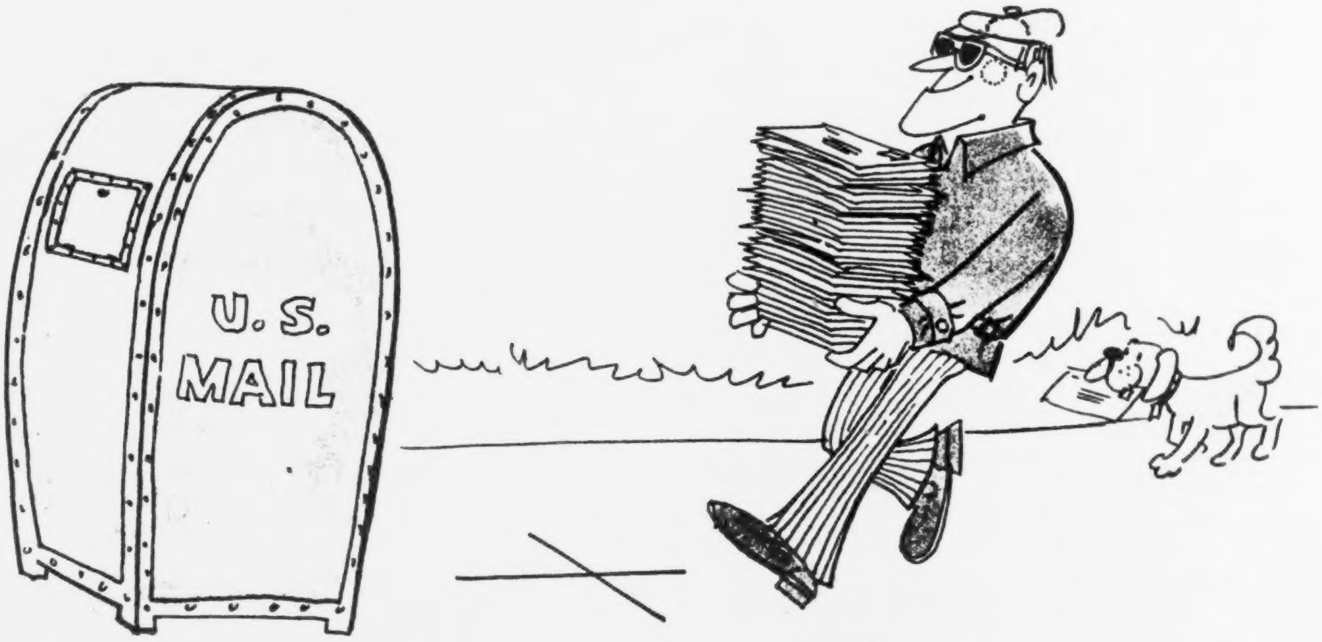
But it doesn't hurt a bit to drop by one of their offices and admire the costly furnishings. And it might be that someone like you is on one of their shopping lists if you have executive experience.

You'll generally find these agencies as offshoots of major accounting or management consulting firms.

So that's the lot of employment agencies and services. Part of your marketing strategy should be to use agencies that can help you—just don't let them use you.

Now anybody knows that if you're going to sell something it takes sales promotion and advertising. Let's have at it. Let's talk about letters and resumes—paper that really works for you.

NOTES



5. SALES PROMOTION: YOUR GOOD ASSETS ADVERTISED

So long as you have a clear-cut understanding that you are marketing a product (you), the resume business and the mailing program falls into place with much less confusion. Even the unenlightened know that 'sending out your resume' makes the postman do the walking instead of you. In one evening's work you can cover more prospects by mail than in a year on foot.

Let's back up a minute and see what selling by mail is all about. Almost every day you get 'junk mail' from life insurance companies, window sealers, and other firms. Mail in the card and the firm will 'send you all the information.' That card in the home office is known as a 'qualified lead.'

The salesman takes it in hand, stuffs a pamphlet and a contract in his briefcase, and comes knocking on your door to sell you some insurance. He will have all the information and then some.

When you are selling you, the system works much the same. You send out advertising flyers telling about a high quality item (you) and try to generate response from a customer (the employer). When you get a lead (phone call or letter), the salesman (you) calls on (interviews) the customer (the employer) and sells the merchandise.

All sorts of things can fall out of bed during the interview, but, as any home improvement or life insurance salesman will tell you, you can't sell the merchandise without leads. You've got to get those interviews where you can demonstrate what a help you'd be to a company.

So your sales promotion program is to generate leads. And here is where many stout, capable, intelligent men drop the ball clear down a well. There's some vague notion that you just let your good works be known and somebody will hire you. So you send out a resume noting your good works. (There's another maneuver, the sales letter, we'll cover later.)

Flooding the market with resumes addressed to 'employment manager' or 'chief engineer' or some other general phrase is on the same order as those inspirational letters you receive at home addressed to good old 'Occupant.' Are you really interested?

Now the ones you open and avidly read are the ones addressed to you personally and offering '$100 per month for life' or some other such come on. You may toss it when you're through, but you do have an interest in it. You read it—or read enough to find out what it's about.

Another thing about resumes that makes an experienced direct mail specialist weep is their deliberate dullness. Even the lowly letter addressed to occupant will open with an attention-getting pitch.

Take a look at a few junk mail letters. You can learn a lot. These are written by some of the best hucksters in the trade. They go in cold turkey with nothing but their skill at attracting attention.

How far would you read in a junk mail letter if it opened with the inspirational listing of the writer's education? Or his health? Or his weight and height-assuming it to be normal? Not very far.

You are about to embark on a mail campaign but don't waste your postage or wear down your tongue licking envelopes to fill a wastebasket. Make every letter you send work for you. Use some proven techniques that give you an edge.

For instance, it is a fact that every management job advertised in the Wall Street Journal will draw 600 to 1,000 responses these days. Many other kinds of jobs draw in proportion. So where will you get the margin that will pull an interview for you and dump most of the dull resumes into a round file?

Let's go to a source-an interview with the employment manager of a company that employs some 30,000 people and hires 4-5,000 people per year. He was put into the batter's box and asked the following questions:

What's the first thing you look for in a resume?

'The man's *objective.* What kind of job is he looking for? It is not our business to sort down through several pages of work experience to see if there is some way we can use him. It is his business to tell us what he is looking for, then why he can do the job he says he wants.'

How long a resume do you like to see?

'Hopefully, one page. This is the man who is organized and knows what he's about. Two pages is more than ample. Three pages is overkill and probably won't get read. People say, 'How can I sum up 20 years experience on three pages?' You don't sum it up on three; you do it on one and maybe expand to two.'

'The average gent sitting down to write his resume becomes fascinated by all the interesting work he's done and his life history. He tries to tell about it on paper. Actually, what he's done for 20 years is serve as a flight test engineer or market researcher, or some such. Save the exciting anecdotes for the interview. The resume should be the main framework—primary structure—of the man's experience. The decoration and design detail can be hinted at in his letter or explained at length in an interview.'

Should I send a picture with my resume?

'Generally this is not recommended. An employer cannot legally require a picture before an interview. It would be in rare cases that a picture would help a man more than it might hurt a man during the resume screening process. Remember, at this stage the reviewer is trying to eliminate resumes and people tend to judge things by their appearance. Pictures generally are not helpful and they are an additional expense.'

Do you have pet peeves in resumes?

'Quite a few. Ones with excessive detail, with every nut and bolt out of a career that's spanned 30 years. Another kind is the unrealistic job shopper. His objective is vice president and the most he's ever been before is a leadman. That cools me off real fast.'

'Another resume that irritates me is the one that comes down to me from the president of the company or the chief engineer of somewhere. If the man knows them well enough to write them, he should [illegible]e the courtesy to send a copy to the employment manager and so note on his original letter. This indicates a heads-up attitude.'

'I automatically discard these windy, overblown resumes that come out of the bad resume shops. You can't tell if the man is good or not for all the adjectives. I like a resume **that tells me in good simple English what the man wants to do for us and why he is qualified.** My people aren't stupid. They read between the lines when a man is trying to BS his way in. We read resumes all day long every day. We spot the phoney ones pretty fast.'

Is there any single best kind of resume?

'Oh hell no! A resume is a summary of your qualifications and work experience. It should reflect the man. Any man looking for a job should have at least two versions and several variations.'

'Look at it this way: the standard 'general' resume is a specialty objective with a listing of qualifications, usually work experience in reverse chronological order. But suppose there aren't many jobs available in your specialty? What then, belly up?'

'No, you write another resume that is a functional resume. Your objective is a type or types of work. You back this up with experience in a variety of functions-kinds of work you've done that support your objective. You do not list specific employers, only the functions you've performed. When you go to interview you can bring along your general resume with work listing experience and explain where you did what.'

'It helps to tailor a resume for a specific job or company-make a rifle shot instead of a shotgun blast. These are harder to do, but they will often produce surprisingly good results. Emphasize the details of your work experience that apply to a specific job or company and ignore other areas. You can never tell it all anyhow, so why not tell the things that will interest a specific target. 'Look, I'm a glove and I fit you perfectly' approach.'

How can you tell if someone really wants a job with you?

'That's easy. By the way he goes at it. **He keeps coming back.** Sometimes he's at the door every morning when we open up. **That kind of persistence really pays off.** We'll stretch a little for him, assuming he's qualified. He's not one of a sheaf of resumes in a file. We may finally have to tell him to get lost, but we hire a lot more than we chase away. Too few people understand this basic approach.'

Does it help if the man writes in to a specific person?

'Sure it does. Most people don't seem to understand that employment departments almost never do the hiring of high-skill salaried employees. Managers having requirements hire these people. They use the employment department as an agency.'

'When a department has an opening it will call on us. We'll gather a resonable representation of resumes—first checking to make sure the people are still available—and offer them to the manager who wants to hire. We may even do a preliminary interview for the department.'

'But the manager is the final interviewer and he is the one who makes the decision. When he tells us who he has picked, we then process the applicant in.'

'If you send your resume to the manager who's getting ready to hire, or maybe has a requisition outstanding—and a copy to the employment manager for politics sake—you are hitting the man you want to hit and bypassing any chance of your resume being bogged down in Employment or being missed when we gather up qualified applicants.'

If this is so, what good does it do to haunt the employment office?

'Bear in mind that the employment department is not without influence. Our recommendation carries some weight. We can also send people up the line for interviews in an assortment of departments. The man writing in may only know one person who is a potential employer. We know all of the potentials in the company. It pays to work with the employment department.'

How do you feel about employment agencies?

'There are good ones and bad ones, just like used car dealers. But there is one thing about them that some people overlook. An agency job will almost always be with a small company. Large companies don't use them except for an occasional executive search—we can't afford them. That's why we have our own employment department. Smaller companies like agencies. They are willing to pay the agency to find qualified employees for them and avoid the expense of an employment department. In periods of increased unemployment, companies are less inclined to use agencies. Don't sign anything without understanding it fully. Better yet show it to your lawyer first.'

How about personal data on a resume. Is it needed?

'Normally, no. If you've done great things and are only 30 it might be of interest. But the same things for a man of 55 might not be so great. Putting age on your resume simply gives one more excuse to toss it out. Let the guy interview you and find out how old you are.'

Any library will provide an assortment of guidance manuals on resumes, but remember the guidelines in this article.

There's no need to duplicate all this good information at this point except to supply some hints on improving what you write:

1. Remember what the employment manager said—keep it short and in plain English. No two pieces will be alike just as no two people are identical so there is no 'magic formula.'

2. Avoid 'lingo of the trade' when writing. Keep it in plain English.

3. List only one job objective per resume. Listing an assortment detracts from your credibility and indicates of desperation. You are a good man looking for a job to match. Try some 'rifle shots' directed at specific companies. Design so that your objective fits the company needs—and yours.

4. Bear in mind that a mailing list of 100 companies may not produce more than three or four leads. But mailing the same piece to the same 100 companies two or three weeks later can well produce another three or four responses. Every company is changing a little every week. Remember the value of persistence.

5. Once you've written your two sample resumes, one functional and one work experience, and broadcast letters have your wife and competent friends help you by going over them. They'll spot ambiguous language, misspellings, and the like. Be certain that they are grammatically correct and spelled right. Then give it to someone really impartial for review.

6. Look in your Yellow Pages for Secretarial Services or print shops. They'll usually do finish typing and photo offset printing, at a very reasonable cost. But get a good printing job—neat, crisp and clear. Have the printer match the print density to your typewriter so you can fill in names and addresses and have it all look the same.

7. Don't let your broadcast letters look like form letters. Make different ones for different types of jobs and companies. There's no such thing as an all purpose letter or resume. And if you don't have a typewriter, you'll probably be able to pay for one with the savings over having professional letter writing service. Preferably, pica type—bigger and easier to read. (DO NOT buy gimmicky type, like script.)

8. It is widely known in the printing trade that black on yellow is the most readable form of printing. Black on white is the traditional. A light tint on either the letter paper or the resume paper might be the touch that would differentiate your resume from the other snowflakes in the blizzard.

(Whoa! Stop right here. Being just a LITTLE different will make a margin for you. Being a LOT different with Dayglo ink and purple paper will get you an instant rejection. **Don't overdo.**)

9. There's something to be said for a cover letter attached to a resume......These should be of excellent quality paper, with your name, address, and telephone number.

On the letter write the man's name and only a few sentences to give some punch to your resume. Example:

Mr. Carson:

Your activity in planar arrays as reviewed in the recent **Aviation Week** article sounds challenging. I barked my shins on that same kind of problem when working for Lockheed Missiles and Space. My group spent two years on the (classified) project and we developed some useful approaches and solutions.

Perhaps some of my experience would be helpful on your project. I do know I thoroughly enjoyed the work and would like to talk to you about it.

(ink signature)

This letter is the 'tie-in'. It makes the resume relevant to a specific problem. The more 'tie-in' you can find, the more results your mailings are going to have. Putting this kind of punch with your resume rings the telephone for interviews. But it takes work and imagination to build these tie-ins. You'll need to do research and leg-work.

The biggest problem you have with this approach is that you have to fight off making the same mistake many do. Do not use Xerox or multilith rather offset for letters which you're sending in volume (broadcast).

Whenever possible, sales letter should be an originally typed letter on high quality stationery. The sales letter must do three things:

1. Say something of interest to the prospect in the first paragraph just as direct-mail sales letter does: 'Have you been looking for an engineer who really understands low cost design?' This is the 'hook' or attention getter.

2. Justify your statement and show how your product (you) will satisfy the prospect's desires: 'I've spent 10 years successfully scrutinizing other engineers' work and showing them how to modify their designs for lower cost manufacture. For instance, on one component costing $340 I was able to...'

3. Ask the customer to buy. 'I'd like to talk to you and explain how my value engineering experience could contribute to reducing your costs. I'll call next Wednesday to see when we may schedule an interview.'

Sounds pretty 'Selly' doesn't it? There's an old gambler's saying, 'No guts, no gravy.' It applies to job hunting. You may never have been an extrovert, but now is the time to become one. You have to tramp the vineyards and walk among the multitude. You can't find a job by osmosis and wishful thinking.

So write an aggressive letter. You have something to offer. You can be an asset to a firm. You'd like to talk to the man and explain it. It's reasonable to ask a man to talk to a potential asset.

But bear in mind one clear-cut rule. Never be a phoney. Don't try to be something you are not. You can't live with it and you can't sell it. By nature you may be somewhat shy and retiring. The man who interviews you will quickly recognize that. He may be himself.

But at the same time you can be forthright in your exposition of your talent and state firmly why you can contribute to the success of an enterprise. Most high caliber salesmen are not the high pressure type. They use the 'soft sell.' But they sell-not wish.

So write some selling letters but make sure each letter conforms to the specific target company or job you are seeking. You should know the name of the man you are writing to, his cognizance and requirements. You should also know a great deal about the nature of the company's work, and along what lines you could offer a contribution. If you don't, you are wasting postage and time.

Use some professional writing tricks in your letters. Make two or three stock paragraphs. This means you only have to use original wording on maybe the opener and the specific application of your talent. Try a couple of letters and you'll quickly note that you do not need all new words and sentences.

But if you do, don't hesitate to use them. It shows you are aiming a rifle-shot letter and this is the very best kind.

Many sales letters tend to be written to a pattern. Vary the wording enough so that your letter doesn't look as if it came out of the typewriter of a cut-rate resume rack. Keep your sentences short, 14 words maximum, and use active verbs.

In answering an ad, respond to their requirements in their order and their language. They wrote it so they probably like it. It works.

Being a new concept, let's take an actual case of the letter in response to an ad. This was a real ad and the letter was really sent in answer. Read the ad carefully....then the letter...carefully.

MARITIME ELECTRONICS
•
ENGINEER

An interesting and rewarding West Coast assignment is available for an Engineer with a B.S.E.E. degree and several years of experience in shipboard electronics — such as Radar and Sonar Systems.

The successful candidate will be responsible for the organization, implementation and management of a shipboard program.

For immediate consideration,
please forward your resume to:

Box 893 J, The Wall Street Journal, Palo Alto

U.S. citizenship required • Equal opportunity M/F employer

THE WALL ST. JOURNAL
Box 893 J
1701 Page Mill Road
Palo Alto, Calif. 94304

Gentlemen:

As a project Engineer I have accumulated several years of experience in maritime electronics. Some of my accomplishments include:

* Defined the sea tests to evaluate a shipborne radar and sonar system.

* Directed the instrumentation design and installation.

* Managed the sea test operation and supervised test personnel

* Completed entire evaluation on schedule, within budget, with a 90% data yield despite two unscheduled hurricanes during the test period.

My education includes a BEE from Pratt Institute, several credits towards a masters degree, Professional Engineering License, plus several business and marketing courses.

I would be happy to review my qualifications with you in a personal interview.

Yours truly,

(213) 678-4261

AJ/rj

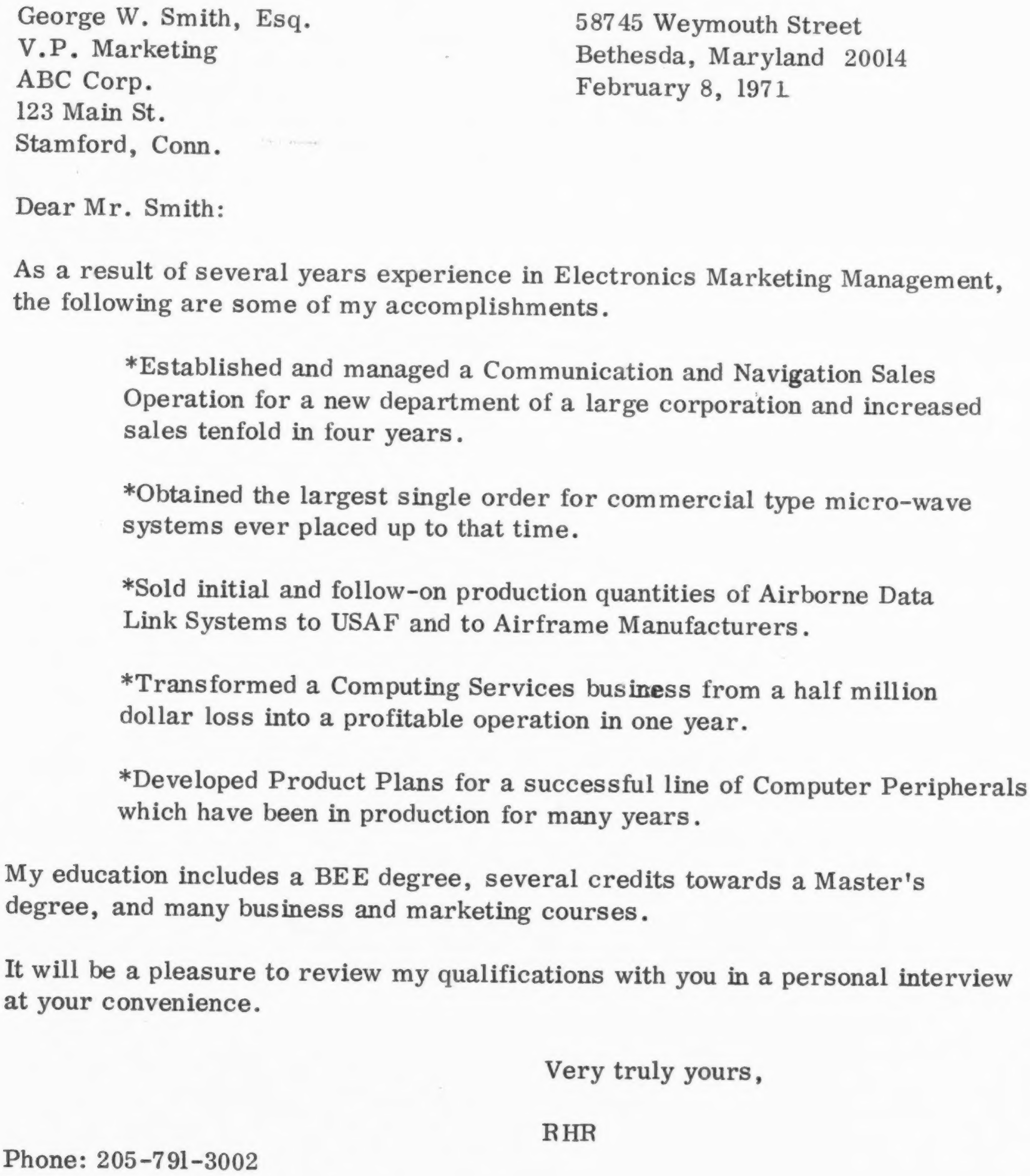
All right now, what strikes you about the letter? Go back and look. Oh yes, it was one of over 700 responses. Does it answer the specs in the ad? It sure does and in order and their language too. Does it show real accomplishment with a benefit to the employer? What else does he tell them? Not much does he, or is he a he? As a matter of fact he actually forgot to sign the letter....cross our heart! Well he does go into education, but pretty much as it bears on that job. How old is he? What other work has he done? What's his last or present salary? They didn't ask and he didn't tell. No possible way to deselect him, is there? Did he send a resume? They said to. No, he sent a letter....or might you call it a mini resume?

Here's the story of what happened. Arnold J., his real name, had been out of work seven months and looking hard, counseling in an AIAA Workshop in Los Angeles, too. The company followed up on 25 men. Right, they called his number and asked for the man who wrote the letter. Arnold survived all the cuts to the last three candidates and along the way wouldn't fill in the application they asked him to.

Finally....HE GOT THE JOB!!.....at his highest pay ever. However, if he'd sent a resume he'd never have made the first pass through the pile of 700. Why? ...Because when he wrote the letter the experience he cited was TEN YEARS OLD. But he got the interview and sold his product. Get the message? Incidentally, Arnold was only able to keep that job about a year.....He got promoted.

NOTES

Now here's an actual broadcast letter a man we know sent out to over 100 employers. Note how he pulled actual accomplishments out of his inventory and used them in the letter. He's gotten a lot of requests for interviews.



58745 Weymouth Street
Bethesda, Maryland 20014
February 8, 1971

George W. Smith, Esq.
V.P. Marketing
ABC Corp.
123 Main St.
Stamford, Conn.

Dear Mr. Smith:

As a result of several years experience in Electronics Marketing Management, the following are some of my accomplishments.

*Established and managed a Communication and Navigation Sales Operation for a new department of a large corporation and increased sales tenfold in four years.

*Obtained the largest single order for commercial type micro-wave systems ever placed up to that time.

*Sold initial and follow-on production quantities of Airborne Data Link Systems to USAF and to Airframe Manufacturers.

*Transformed a Computing Services business from a half million dollar loss into a profitable operation in one year.

*Developed Product Plans for a successful line of Computer Peripherals which have been in production for many years.

My education includes a BEE degree, several credits towards a Master's degree, and many business and marketing courses.

It will be a pleasure to review my qualifications with you in a personal interview at your convenience.

Very truly yours,

RHR

Phone: 205-791-3002

Would you be interested in RHR?

Well, now you have several approaches. Only you can decide what's best for you, but don't be timid. 'Faint heart ne'er won fair lady.' If you're worried about new approaches, try at least half this way.

ABC MFG. CO.
EMPLOYMENT OFFICE

6. SELLING AND NEGOTIATION: INTERVIEW TO WIN

You know what you are selling. You have built the sales tools to attract leads. Now you put them to work.

Various business directories give the principal officers, including employment manager, for practically every company in the business.

When mailing out your resumes, do your very best NOT to send them to 'Occupant.' Sometimes you just can't find out the information you need, but the presence of a name on an envelope will almost guarantee someone is going to look at the contents.

'Employment Manager' or 'Chief Engineer' may get the same treatment as 'Occupant.'

Read your newspaper—you're looking for leads for tie-ins. Read your trade publications, if necessary at the library. You're looking for leads. You need names and tie-ins to send those resumes to. If within reasonable telephone range, don't be afraid to call a company and ask the name of the head of marketing or engineering or whatever your interest.

It's a matter of common courtesy not to talk to the chief engineer or whatnot on the telephone. He doesn't know you from Adam or Eve. All he can say is 'send me your resume' and when he gets it he'll remember you were the joker who bothered him. Doesn't help a bit.

While you are busy conducting your direct mail campaign to create job leads don't be disappointed if suddenly things seem to grind to a halt some month. The employment market is seasonal. July, August, and December usually are the lowest months of the year. December especially is a dead loss and your mailings may get mixed up with Christmas cards.

Springtime is the most energetic period for employment—fresh budgets for the year, new program planning, and the like. But don't stop sending out mailings or soliciting prospects just because it is summer. You can find a job any time of year and in December take a temporary clerking job to break the monotony and make a few bucks. Stores cry for help.

We should throw in an aside here. There are some methods of behavior that will help the household while you're jobhunting. Don't hang around the house waiting for the telephone to ring. Your wife can take messages, make appointments for you, and you can check in by phone occasionally.

Your wife married you for better or for worse—but not for all day every day while you brood about being out of work. Tempers can get short in a hurry when there's too much husband and not enough money.

So hit the road, Jack. Roust out early in the morning just like you were on the eight to five routine. Pick the place the night before where you're going to be at the door when it opens.

Persistence, remember? Then make the rounds of your agencies. Persistence pays here, too.

Make some 'cold turkey' calls. Pick a nice prosperous looking place where you'd like to work. Go in and see if there's an area you could make a contribution to. A good job, like gold, is where you find it. Don't be afraid to look for it where you'd like to have it located.

There's some sound psychology behind this. At work you put in 40 hours or so for your employer. Right now you are in business for yourself. Are you going to short-change you? Keep up your good work habits of putting in at least a 40 hour week. It keeps you active and out of the dumps.

If you've done your homework, pounded pavements and the typewriter, and licked enough envelopes, you're going to start getting calls.

'Would it be convenient for you to stop in for an interview?'

Would a shark like a snack? Yes, you do in fact have time to come by, would sometime in the morning be convenient? Oh, you're calling from Nome.

Down, boy. You'll be going on more of these. You haven't got the job yet; you may not want it when you find out the rate of pay or the working conditions.

But never go out on an interview without preparing for it!

The most important item you are taking to the interview is you.

Make sure it is properly packaged and a sales aid. If all your neckties are a shade the worse for wear you need a new one. Same goes for suit.

Yes, you do. And you should have your wife come along and help pick it out. Women have a better eye for what makes you look your best than you do. You probably already know this but now is the time to practice it.

Your appearance should be neat, clean, and conservative. Note that last word. It may have taken you several months to grow those fashionably long sideburns—and your interviewer may have them. But he has a job. You don't.

It's a hard fact of life that employers like to hire solid citizens who won't make waves in their works. They like the following:

Shined shoes, neat haircuts, white shirts, quiet ties, business suits, firm handshakes, and a person who knows enough about their business to ask intelligent questions.

They don't like:

Eccentric or mod attire, flabby handshakes, shabby clothing, shoes, or other evidences of poor grooming, people who are late for appointments, unenthusiastic attitudes, or know-it-alls.

Just once more take a look at you from the employer's point of view. When he hires you he is making an investment that over a few years will mount up into the hundreds of thousands of dollars considering fringes, taxes, and salary. Can you blame him for wanting a quality product? He doesn't want a sports car, he wants a Cadillac.

On the hoof you are worth two or three new Cadillacs in a year, maybe more. With stereo, yet. Look the part because you are really worth it.

Most applicants for most jobs will undergo two basic types of interviews. The **'screening interview'**, determines whether or not you will move on to an actual 'depth interview' for a particular job. As position levels increase, so do the types of interviews you may encounter.

There are 'patterned' or 'structured' interviews; psychological interviews, multiple interviews, group interviews, social interviews, and even telephone interviews where you may be hired without ever seeing your interviewer. There are also 'stress' interviews designed to break you, and 'test' interviews designed to measure you. If you get by the screening interview, you may encounter any, or all, of the others.

Keep in mind, however, that the employment interview is a two way freeway. Its primary purpose is to get you the best job available to suit your capabilities; and to secure for the company the best man available for the job to be done. In order for both goals to be met, each of you must learn as much as is possible about the other.

This isn't easy. You do have one big advantage if you get this far. You know there is a market for your services. How you analyze the market, and promote your product, will determine your worth in the eyes of the employer.

You must be prepared! All of your planning, resume preparation, letter writing, and pavement pounding, has led you to this confrontation. It is too late now to think! You must know! Advance preparation is the only way you can carry it off successfully. How do you prepare? First, by knowing your product (yourself), and second by knowing your market (the company).

Ask yourself a few basic questions before you go: Are you easily offended? Can you take criticism? Do you mix well with others? Do people respect your judgement? Why did you really leave your last job? Do you work well under pressure? Are you a loner? Do you aspire to a management career, or are you satisfied with subordinate responsibilities? Make up your mind on the answers now.

Be prepared to analyze the company and the job as they relate to these questions. Does the company offer a sound future? Would you invest in its stock? Do you personally know any of its employees? How do they feel? What is the end product? Its purpose? Its competition? What are benefits such as insurance, savings plans, vacations, overtime pay, stock options, facilities and equipment, etc.?

Assemble a brief case with a store of material relating to experience, accomplishments, drawings, graphs, charts, photographs, letters, procedures, etc. Include anything that might provide a graphic representation of what you have done or can do. A simple notebook will serve as reference when specific questions are asked or when you wish to stress a point.

When it comes around to heading out for your appointment DO NOT ARRIVE ON TIME. Get there at least a half hour early. If you try to arrive on time and budget your time carefully something always goes sour. The one roofing nail on the road implants itself in your tire. Didn't budget for a tire change, did you?

Parking turns out to be at least three blocks away and it's a footrace to make it to the receiptionist anywhere near the time. You're rumpled, sweating, and wheezing.

'Got a little physical problem, fella?'

Don't do it. Couthly motor down for your appointment at least a half hour early. This eliminates traffic problems and insures convenient parking. With the time you have in the bank you can saunter around the premises a bit and listen to the hum of the machinery. Take a reading on the quality of the cars in the parking lot. Get a feel for the place.

Now is the time to put another little psychological shot in your armory. Take note of some small detail about the place and casually drop it into the conversation with your interviewer. Make sure it is a positive, not negative, observation. Shows your alertness.

Not: 'Your shop sure seems to be making a lot of scrap...'

But: 'Your shop seems to have an unusually well organized scrap sorting system..'

Or the high quality of stone facing on the north side of the building, the unusual shrubbery, or whatever. Just something that showed you did more than park and walk in the building. Nine out of ten other interviewees will. You want a little edge for you.

Interviews break down into four essential parts:

a. Sparring—Exchange of pleasantries, setting the prospective employee at ease, sizing up. It's a sort of jockeying for position to see who is going to run the interview. (Make your interviewer happy. Let him have the lead—at first. You'll get your licks in later.)

b. Interrogation—The interviewer attempts to get the information he needs to make an evaluation. He is wanting to know what you could do for the company. (During this and the initial sparring period you'll get clues as to what kinds of problems he has that you could help solve. Keep your replies positive and brief—not 'yes' or 'no' but brief. There is sometimes a tendency among high skill technical people to explain watch design when asked the time. Guard against it.)

c. Selling—As interview progresses you'll spot the point where you should begin to sell. Once you've sized up what the problems are you are expected to make a case for yourself as a helpful solution. You dominate the interview at this point—not by interruption, but by explanation of why you could help the company (if useful, pull out some of your sales aids in your briefcase showing past experience or solutions). Show your interest in the job and why you like doing this kind of work.

(NOTE: When you walked in the door of this company you wanted to work for them. Previous research showed you that or you shouldn't be here interviewing. Your approach is positive all the way. You came here wanting the job and here's why you can do it.)

d. Closing—Some 90% of sales are lost because of improper close. Why? The salesman didn't ask the customer to buy. ASK HIM!

'If you agree that I'm technically capable, maybe we could discuss other requirements of the position such as salary?'

'Hopefully I've shown you that I've got the equipment to handle the work. Does it suit you well enough so that you could make me an offer?'

Don't flinch when the money sounds light. It may be good for today's market.

You want some kind of committment, even if it is a rejection. There are few tortures more exquisitely painful than 'hanging on the string' because an interviewer 'has to talk to a few more people.'

You also help the interviewer when you put the cards on the table. If you are willing to walk off on a leash he has to work his way down through several more people. If you put the decision to him now he can hire you and save a lot of time.

If your interviewer insists he has to talk to others, try for a committment as to when you might phone him for a decision. Suggest a date and time. Make sure you suggest a morning call after 9 a.m. Don't phone a man late in the afternoon when he's been harried all day by work problems unless he wants it that way.

After the interview, drop him a thank you note and add any details you may have omitted during the interview. If he has reserved his decision, be persistent in your follow-up actions. Press for an answer but don't appear desperate. Have confidence. Perserve your self respect. Continue to show a genuine interest in the firm and the job.

In many companies, developing a firm salary offer requires much time and a lot of paper work. Have patience. If you have followed these suggestions, and have the capability to contribute effectively to a legitimate company need, you should soon find yourself working again at a job of your own choosing.

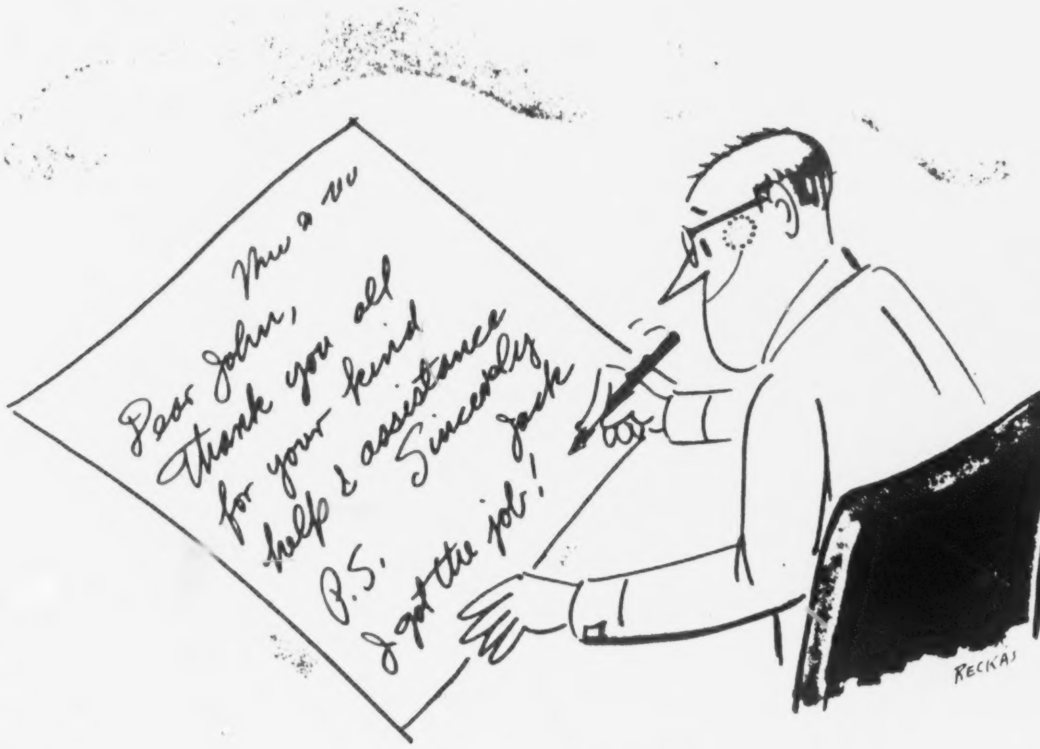
The Interview Kit. The purpose of the interview is to communicate capabilities and to learn about the company. Some people learn better visually and others, orally. When going into your interview, you will have no way of knowing which is the best way to communicate with your potential employer. Therefore, you should be also prepared to communicate with him visually. This requires the preparation of an interview kit. An interview kit is a collection of material that will visually demonstrate your competence in prior positions. It should be a three-ring binder with material properly indexed and filed so that it will be available for ready reference. A salesman might have a graph of his sales results. A secretary might have examples of letters that she has written and manuals that she has typed. A systems and procedures specialist should have two or three examples of his best procedures. A controller might have a set of financial forms (with the figures removed) to demonstrate that he can organize data and present it to management in a useful way. An engineer might have a list of patents, pictures of his product or drawings of things that he has done himself. Each person should use his ingenuity to put together effective examples of his work.

Using the kit itself is an art. During the course of the conversation, when some particular problem or situation comes up, you can say, 'Yes, Mr. Smith, I solved a similar problem this way.' At that point you reach into your attache case and pull out your interview kit and flip, by way of the index, to the specific material that you want to show the employer. You allow him to review this specific example and then you put your kit away again. Later on, when another point comes up, you can reach into your kit, flip to the right place, and again show the employer visual evidence that you were a competent employee for another company in a similar situation.

The kit is kept under your physical control at all times and you use it to make or stress points.

SALARY NEGOTIATIONS - Inevitably, the questions of money will arise in an interview. Try to postpone the question of money until *after* you have sold yourself as a qualified applicant for the position. One way is to respond with additional questions about the position before stating what salary you wish. In fact, you should try to have the employer state the salary range for the position.

If possible, find out beforehand, something about the company's salary policy. Familiarize yourself with the going rates for jobs you are seeking. Base your wage request on what you are worth to the company and not what you need to live on. In salary discussions, remember that your bargaining power is greater before you have accepted the job rather than after you are employed. Don't underrate yourself; as a general rule, employers do not respect people who will accept jobs for less than their true worth. During the negotiation period, try to obtain other offers. You will be surprised at how much your confidence and ability to bargain will increase once you have another firm offer in your pocket.



7. CLOSING THE DEAL AND SUMMARY

Don't quit just because you are ahead. You are in debt to many people who have helped you—given you leads, names of people, good steers, and other assorted assistance.

Use some of those good note pads and send some thank you notes, starting the evening you come home after the first day on the job. Finding a job is good news. Everybody likes to hear about it. It also helps to build goodwill and that's a resource without price. A little appreciation goes farther than you'd think. Too few people express it. And this should include your creditors.

There's another reason. You've just been through a mauling. You don't want to think about it, but the only thing certain in life is change. Something might go sour with this job. You might have to go this way again some day in the future.

You're a lot smarter now and maybe you'd play some of your cards different if you had it to do over again. The mistakes dance in your mind like letters of fire now but bad things have a way of disappearing from your memory.

Take a notebook and write down a brief listing of the mistakes you made, the good moves you made, and save samples of your most successful letters. Put this all in a file in a suitable place where you can lay hands on it sometime later if you should need it.

Bear your basic seven steps in mind if you should have to go jobhunting again:

1. Adjust your financial situation to allow you maximum maneuvering room. Talk to your creditors. Trim your outgo.
2. Analyze what you want in your new job with your capabilities. Spend some time summing up your talents so you can target your efforts.
3. Do some research to find what kinds of industries can use your contribution and what these industries call your job. Different industries have different terminology.
4. Locate industries where you would fit. Build a mailing list of names and always copy the employment manager of the company.
5. Assemble a good resume in two varieties, one functional, one a work experience history. Write a good short letter telling what you can do, offering examples of accomplishment, and asking for an interview. Tie in your experience with the prospect's needs where you can. Watch for new plant openings, expansions, and the like for potential tie-in leads.
6. Sell your talents by circulating as much as possible; get your resume into every honest employment agency you can locate. Hand out resumes freely to your friends and ask them for leads as to where to send a selling letter.
7. Go prepared for interviews with examples of your work, your best attire, and some background knowledge of the company you are talking with. After you get the job you want, don't forget all those who have helped you.

We'll join you in hoping your use of this procedure is infrequent.

AMERICAN INSTITUTE
OF
AERONAUTICS & ASTRONAUTICS

EMPLOYMENT WORKSHOP

INSTRUCTOR HANDBOOK

AMERICAN
INSTITUTE OF
AERONAUTICS AND
ASTRONAUTICS

1290 AVENUE
OF THE AMERICAS
NEW YORK, N.Y. 10019

212 / 581-4300

COURSE OUTLINE

SESSION I — INTRODUCTION TO CAREER CHANGES AND JOB FINDING

- OVERVIEW OF SITUATION
  - JOB MARKET
  - PERSONAL CIRCUMSTANCES
- SELF ANALYSIS
  - FINANCIAL
  - STRENGTHS AND WEAKNESSES
  - OBJECTIVES-PERSONAL AND PROFESSIONAL
- SOURCES OF EMPLOYMENT INFORMATION
- METHODS OF FINDING EMPLOYMENT
- THE "HIRING INFLUENCE"
- ACHIEVEMENTS VS JOB DESCRIPTIONS
- "DESELECTION"
- PERSONAL SALES MATERIALS
  - LETTERS
  - RESUMES

HOMEWORK FOR SESSION II
- 8 COPIES OF NEW LETTER
- 8 COPIES OF NEW RESUME

SESSION II — PERSONAL SALES MATERIALS

- LETTERS
  - TYPES
  - PREPARATION AND DISTRIBUTION
- RESUMES
  - TYPES
  - PREPARATION AND USE
- SYSTEMATIC EFFORT
  - FOLLOW-UP
- REFERENCES
- CRITIQUING OF LETTERS AND RESUMES

HOMEWORK FOR SESSION III
- PREPARE FOR SPECIFIC INTERVIEW
- BRING POLISHED RESUME AND JOB DESCRIPTION
- PREPARE AND BRING INTERVIEW KIT

SESSION III — INTERVIEW TECHNIQUES AND SALARY NEGOTIATION

- EMPLOYER'S SELF INTEREST
- TYPES OF INTERVIEWS
- NEED FOR FURTHER EMPLOYER RESEARCH
- GENERAL PREPARATION
- THE INTERVIEW
  - TYPICAL QUESTIONS
  - PROBLEM QUESTIONS
  - SALARY NEGOTIATION
- FOLLOW-UP
- ROLE PLAYING AND CRITIQUING

INSTRUCTORS' NOTES

PURPOSE AND FORMAT

The purpose of the Employment Workshops is to provide the professional who is out of work, soon to be laid off, or wishes to change his employment, with some of the techniques that have proven effective in the current market.

The method used in conveying information is by means of Workshop groups of four to eight attendees with an Instructor as leader of each group.

The Instructor is not expected to have the answers to all questions; instead, he should be a leader or moderator and require active participation from the attendees, in order to stimulate the interchange of ideas. This is similar to the methods used in leading a conference. His job is to see that all of the points are covered and questions answered with a maximum of discussion and interchange.

The Workshop groups are changed each week, to give the attendee the benefit of discussing and learning from three different groups rather than one and to maximize his exposure to other ideas and experiences.

The Workshops are in three sessions of two and one half to four hours each, spaced one week apart.

At the start of each session the attendees are convened in one room for short introductory remarks and announcements. The individual groups then go with their Instructors to their assigned areas.

Each attendee will receive the "7 Steps to Success" book and the same material in this booklet except for the Instructor Notes.

As an Instructor for this program, you will find that there are many conflicting opinions on the "proper" approach to a job search. There are many people, organizations, and books that claim to have the one and only answer to job seeking. Our experience has shown that there is no one way that is best for everybody. Each man must learn and assess the various methods and apply those, which in his opinion, best suit the circumstances. We believe that different situations call for variations in techniques, and the idea of trying to develop one universal method will dilute the overall effort. We are trying to offer a philosophy, and hope that each man adapts it to suit himself.

The Workshops also provide a sounding board to test ideas and approaches. Impersonal evaluations are offered by the other attendees who will tell what one's efforts look like to them. This is a type of service that is not readily obtained in any other fashion, and allows a man to polish his efforts.

A major objective is to try to see that each person leaves the Workshop with a knowledge of the various job-seeking techniques and with his own personal plan of action in addition to letters and a resume he believes will work for him.

CHARACTERISTICS OF TODAY'S MARKET (BUYERS' MARKET)

1. More people than job openings.
2. Employers more specific in their requirements - therefore, hiring specialists rather than generalists.
3. Employer wants to know what the employee can do for him.

CHARACTERISTICS OF TODAY'S TECHNICAL PROFESSIONALS

1. Do not comprehend today's job market
2. Tend to de-rate their own worth
3. Believe that if they provide enough data, everything will be all right
4. Hate to ask for help
5. Resist taking unemployment payments.
6. Dirtiest 4 letter word in the language is "SELL"
7. Concentrate search on own interests
8. Want cookbook solutions or easy to follow panaceas. (No one apprach is "IT". Vary from case to case but these techniques have generally had excellent success in today's market.)

BASIC PRECEPTS OF THE WORKSHOP

1. This is a sales campaign.
    - a. The product is very valuable and as such deserves a proper sales campaign.
2. Catalogue and quantify your achievements.
3. The employer wants to know what you can do for him.
4. Avoid the deselection process.
    - a. Use a letter.
    - b. Resist the resume and application.
    - c. Don't fill in all (the ones which could hurt you) blanks.
5. Direct your approach to the hiring influence.

SESSION I

The instructor should introduce himself and then explain the general format of the three sessions and what is expected in participation and preparation.

Each attendee should, in two or three minutes, introduce himself and describe his present situation.

State the confidential nature of the program.

The following points should be covered drawing forth the ideas and opinions of all the attendees:

The market situation.

Evaluating the economic and emotional situation -- the necessity of maintaining morale -- involving the family in the problem.

Why a "buyer's" market generally demands specific, not general experience and skills.

Determining your specific job objective from four frames of reference· most desirable -- acceptable -- undesirable, but will accept if necessary, and what the unacceptable limit is.

Putting limits on the above four frames of reference in the areas of salary, geographic location, types of work, and other criteria that may be individually significant. (Graph)

Read Maritime Electronics letter - IIf.

Necessary consideration of switching fields. How to go about it and what matchups there are.

Necessity of planning and conducting a well organized job search effort. Plan the day.

Where to find employer information -- see pps Ia - Ic.

Methods of finding employment
    Advertisements
    Personal Contacts
    Agencies and Career Counselors
    Business News
    Universities
    Societies

Preparing list of definitive accomplishments.

The Hiring Influence

Deselection

Personal Sales Materials
- Letters and why they are used
  - See examples pp IIf - IIn
- Resumes and what their purpose is and what types there are.

Selling yourself as a product -- The selling steps: Prospecting, Uncovering Specific Need (First Session), Making the Presentation (Second and Third Sessions), Handling Objections, and Closing (Third Session).

Salesman sells product to customer. Must know product. Must know customer needs (diagram). In job seeking though, salesman and product are the same.

Homework assignment for Session II
- 8 copies of new letter
- 8 copies of new resume

SOURCES OF INFORMATION ABOUT PROSPECTIVE EMPLOYERS

(Generally available in public and business libraries)

* Directories - Many directories are available, classified according to geography and industry. While most of these directories carry little specific information about a company, there are exceptions.

* Moody's Industrials - This reference covers only those companies whose securities are traded. Firms are listed alphabetically by firm name. Moody's contains a good synopsis of firm size, location, products, plants, and officers.

* Other Moody's Publications - Prospective employers not falling into the "industrial" classification are generally covered by some other Moody publication, such as Moody's Public Utilities, Moody's Railroads, and Moody's Banks, Insurance, Real Estate, and Investment Trusts. Information included is similar to Moody's Industrials.

* Standard Corporation Records - This publication features a weekly news section covering financial and operating developments in companies whose securities are traded. Companies are listed alphabetically, and indexes are cumulative.

* Dun & Bradstreet - Companies are indexed geographically. Firms are rated according to credit standing, and there is some indication of financial size and function.

* Thomas' Register - Almost all U. S. companies engaged in manufacture are listed here. One of the three volumes which comprise the set indexes companies alphabetically, indicates the nature of the product, plant locations, and company size.

* (Area) Manual of Securities - This publication, covering area companies, carries information similar to that in Moody's, but in greater detail and for more companies in the area. An example is Walker's Manual of Pacific Coast Securities.

Poor's Register of Directors and Executives

Annual Reports - One of the best sources of information about a company is its own annual report.

World Aviation Directory - Adresses and names.

OTHER DIRECTORIES

Local:	(State) Manufacturers' Annual Register (Area) Industrial Purchasing Guide Membership Rosters - Various manufacturers (City) Chamber of Commerce Business Directory (Local) Directory of Business & Industrial Consultants
National:	Working Press of the Nation The Standard Advertising Register Croners Trade Directory of the World

SESSION II

The attendees should understand why letters are used, the purpose of a resume and how they should be prepared for the greatest impact and effectiveness.

LETTERS

Purpose of a letter - primarily to get an interview.

Length limitation - one page

Types

1. "Shot-gun," or "Broadcast" letter, is the type most widely used.

2. "Tailored Letter" - aimed at a job with a specific company, and "Hand-Tailored" for that one company, only. Most satisfactory - in answer to an advertisement.

Contents

One reason that an employer will hire you is because you have sold him on the idea that you can solve his problems better than anyone else with whom he has talked. Use the letter to attract his attention.

Format

Throughout your letter use short words, sentences and paragraphs.

The first paragraph should arouse the reader's interest by means of a simple statement of an accomplishment related to the job being sought. Junk mail example.

The second paragraph should tell the employer why you are writing him.

The third paragraph should provide further specific examples of accomplishments, lifted directly from the catalogue. They should clearly demonstrate how past experience benefited previous employers.

Next, a short paragraph on appropriate education.

In the last paragraph, request an interview.

Addressing Your Letters

Address your letter - by name, and position title - to the Hiring Influence.

Mailing Your Letters

Put letters in the mailbox preferably on a Monday - so that the letters will arrive on "The Man's" desk on a day of the week other than a Monday or Friday.

Response

You can anticipate a 2 or 3% positive response (a request for an interview), on good letters.

Follow-up Program

Conduct a well-organized follow-up program - both with respect to those companies where interviews have been had, and those companies from which negative or no replies have been received.

You never stop your campaign effort - until you have deposited your first paycheck from your new employer.

Mechanics Involved

Always - a letter going to an individual prospective employer is an original-typed letter.

Good photo offset printed copy with matched typed fill in (name and address) acceptable for large mailings.

SUGGESTED CONTACTS FOR EMPLOYMENT

Firms Doing Executive Recruiting*

In general these firms prefer to receive resumes by mail before making appointments for personal interviews.

These are organizations which recruit or screen executives for and at the expense of the employer. Some of these organizations engage in executive recruiting exclusively, while there are others who offer management counsel in other fields as well.

Management Consulting Firms*

Executive Search work is an occasional function with these firms, and they prefer to receive resumes only by mail.

*Note: For complete list see Yellow Pages of Telephone Directory under Management Consultants and Personnel Consultants.

Public Employment Agencies

For specific information regarding application, examination, etc., with the State, County, or City Civil Service Boards, contact the selected office.

College Placement Directors

Contact only your own University or College Placement Director. Many eastern schools have local alumni clubs in the Southern California area. You can obtain more information by writing your University.

Professional Societies/Associations

For the most part these Associations will only work with their own members, and to obtain information on becoming a member, write or call their office.

A complete list of Business and Trade Associations can be found in the Yellow Pages of the Telephone Directory.

PUBLIC EMPLOYMENT AGENCIES

State Employment Service
or
Department of Human Resources
Professional & Commercial Office
(address)

County Office
Civil Service Commission
(address)

VOCATIONAL GUIDANCE SERVICE

(Most universities have such departments.)

RECOMMENDED READING

AVAILABLE IN MOST LIBRARIES

ACTION GUIDE FOR EXECUTIVE JOB SEEKERS AND EMPLOYERS
(Original Title: "The Executive Job Market")
by Auren Uris
ARCO, New York - 1965, 1968
$2.95 paperback

DEFINING THE MANAGER'S JOB
(The AMA Manual of Position Description)
by C.L. Bennet
American Management Association
447 pages - 1958
$9.00

EXECUTIVE JOBS UNLIMITED
by Carl Boll
The MacMillan Company, New York - Copyright, 1965
$4.95

JOB STRATEGY
by Allan Rood
McGraw Hill, New York - 1961
$6.95

OVER 40 - OUT OF WORK?
by Lou Albee
Prentice-Hall, Inc., Englewood Cliffs, New Jersey - 1970
$5.95

SUCCESSFUL EXECUTIVE JOB HUNTING
by Malcolm Kent
Laddin Press, New York - 1967
$5.95

TOP MANAGEMENT HANDBOOK
H. B. Maynard, Editor
McGraw-Hill Book Company, Inc., New York - 1960

JOB ANALYSIS CHART

Value (sample)	25	25	10	5	20	25	10	15	15	10	150
Your own											
Activity or Job	(or your own factors) Salary	Location	Education needed	Training needed	Experience needed	Satisfaction of job	Advancement possibility	Future of industry	People involved	Fringe Benefits	Total

100 contacts a week!

Use and protection of references.

RESUMES

Three primary purposes of a resume:

- To formulate in your own mind what you have done
- To obtain an interview
- To serve as a sales tool within a prospective employer's company

Necessity of being definitive.

Length limitations:

- One page preferably; two pages - maximum

What a resume is not:

- An autobiography
- An application for security clearance
- A compendium of personal information

Types of resumes:

- Chronological (in reverse order) 7 Steps pp______
- Specific responsibilities (functional) 7 Steps pp_______
- Quantified accomplishments (achievements) 7 Steps pp____

Any given resume should be focused on one type of job only.

-Two different kinds of jobs - two resumes

Avoid use of acronyms and technical language. (Non-aerospace employers)

Critique the letters and resumes of each attendee. Ensure the participation of all. Try to divide the time equally among all.

Attendees will have initial difficulty in demonstrating achievements. They will tend toward responsibilities. Discuss thoroughly and use examples. Do not try to spare feelings of attendees. Be straightforward. Tact will often not work. You will not have helped if attendee leaves with a poor letter and resume.

Homework assignment for Session III
- Prepare for specific interview
    - An actual interview already scheduled
    - To answer an ad
    - For a desired job interview
- Bring resume for interviewer
- Prepare and bring interview kit 7 Steps pp: 33

THE DO's AND DON'Ts
of
EXECUTIVE RESUMES

by
Carl R. Boll

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Carl R. Boll, former placement chairman of the Harvard Business School Alumni Association, is the author of EXECUTIVE JOBS UNLIMITED (Macmillian), which is now in its ninth printing.

The former president of a well-known company with sales of some $50 million a year had been out of a job for eighteen months. He was registered with many employment agencies and executive recruiters, and had answered hundreds of advertisements. In addition, he had mailed out no fewer than 900 resumes, each with a covering letter. The net result of all this effort: five requests for more information and one request for an interview.

Looking for a new job can be a frustrating and exhausting venture for any man. For an executive who has held a top post, it is particularly difficult because he has so much to lose. He worries about his family's future and his children's education. He is afraid he will lose status with business acquaintances and friends. And he finds it hard to believe he can ever climb back on top again.

That is why it is so important for him to go about his job-hunting in the right way. Yet most executives do not. Usually, like the unemployed former president, they swamp prospective employers with resumes, hoping that somehow sheer volume will carry the day. But it just does not work.

One might ask, of course, why an executive should be so concerned about the effective use of a resume when managerial talent is so scarce and jobs so abundant -- at least until just recently. But the fact is that every management job advertised in THE WALL STREET JOURNAL or THE NEW YORK TIMES these days may draw 600 to 1,000 responses. Clearly, any one resume will get lost in this avalanche of paper unless it is designed to have maximum impact. Even in today's job market, an executive would be foolish not to present his case as forcefully as he can. And nothing is more important than making the resume work for him instead of against him.

How? First of all, by doing his homework. This means taking time to sit down and prepare an inventory of his accomplishments. I have been told again and again by job-seekers, "Oh, I have already done that." But what they usually mean is that they have drawn up a bland recital of their functions, and functions are no measure of abilities.

No company can get a true picture of a man's capabilities from a mere description of his job. But it is quite another thing when he shows the problems he has solved. For example: "As district manager, I increased sales 25%, brought in thirty new volume accounts and eliminated ten marginal ones. My territory's average profit exceeded that of the rest by 11%." Concrete results such as these are what make one executive stand out from other applicants and make him that "one man in a hundred."

It is often said, of course, that business is seeking broad-gauged executives. True enough, it needs men who are broadly educated and experienced. But it usually wants them for specialized jobs. The newspaper ads always call for specialists. Every job lead that has ever come to me, in fact, has called for special skills.

For this reason, it is important that the job seeker start off with a specific job objective -- the category in which he wants the interviewer to mentally place him -- be it controller, treasurer or manager of sales or manufacturing. If the executive has more than one specialty, he should develop the material for each one separately. For instance, the function of Industrial Relations might list:

-Kept wage increases under 3%, including fringe benefits.

-Showed the union its members were already 10% better off than workers in similar jobs elsewhere.

-Settled contract negotiations three days ahead of the deadline and thus avoided a costly shutdown.

Then the function of Safety Work might list:

-Set up safety committes.

-Cut lost-time accidents 20% the first year, 10% the second.

-Saved $30,000 a year in compensation insurance through lower accident frequency.

Once he has done his homework, the job-seeker must get rid of all his misconceptions about the use of the resume. General practice notwithstanding, submitting a resume should be one of the last steps in the job-hunting process, not the first. In applying for a job, the most important thing is to get a face-to-face interview. And when a company must choose from scores of applicants, it is less likely to interview a man who has already given a full account of his experience in a resume. The point is to make the company interested enough to want to see you and get more information.

The Broadcast Letter

How is that best accomplished? Whenever I mention a letter-writing campaign, many people are horrified: They feel that letters are somehow demeaning. Nevertheless, years of experience have convinced me that sending out letters is the most respected -- and quickest -- way to nail down a job. There is nothing in it even suggesting the "tin cup" approach. When a man is invited for an interview as a result of a letter, he goes as a peer. The letter has projected his image in advance, and he is invited to come in and talk because there is something in it that triggered the recipient's interest.

The broadcast letter is, in fact, a miracle interview producer. My experience has been that year in and year out, it produces approximately six interviews per 100 mailings.

So I suggest the broadcast letter as the perfect substitute for the mailed-out resume . It is a form letter, and, as the name implies, it is mailed out in quantity. The executive should always address the letter to the president, no matter how insignificant his own title may be. Starting with 100 or 200 names, he should keep the letters going out at the rate of at least 100 a week, adding new names to the list as needed.

If, for example, he had been a sales manager, his letter might read something like this:

> Dear Sir:
>
> As the sales manager for a package goods manufacturer, I increased sales by 65% over a three-year period and boosted profit margins 10% a year.

> Your company may be in need of a sales manager. If so, you may be interested in some other things I have done. I reduced the company's ratio of selling costs, kept inventory in line with sales and increased inventory turnover from three to four times. I also recruited and trained a sales force, motivating 26 salesmen to become top producers, and cut turnover of sales personnel by 30%.
>
> Previously, as a territorial salesman, I always stood among the top producers. (He adds here his education and other pertinent accomplishments.)
>
> I shall be glad to discuss further details of my business experience with you in a personal interview.

It has been proven statistically over the years that if the job-seeker writes again in a few weeks later to all the companies he did not hear from the first time, he can expect to get about the same percentage of interviews as from the original mailing. And this is true whether he sends out the identical letter or changes it slightly.

In answering an advertisement, he should expect between 20% and 30% of the companies to ask him to come in for an interview. Again, he should not mail a resume but simply send a letter. It should begin this way: "In response to your advertisement in THE DAILY BLADE of January 15, I give you the following information." Then he just copies off the rest of his broadcast letter and mails it to the box number.

Once the executive has his interviews set up, he is on his way. But the interview is still not the time to show his resume. If it makes him feel better, he can put some notes in his pocket -- as long as he resists the urge to use them. If he is pressed too hard for a resume, he can tell the interviewer he is having it redone. Actually the interviewer often dreads the interview too, and feels that he needs the resume to lean on.

Every interview offered should be accepted, but the job hunter must take charge of the conversation. He can do this by being prepared to ask the interviewer pertinent questions about his business. Every question should be pointed to bring out his own accomplishments, as should his answers to the interviewer's questions. With the interview played like a game of Twenty Questions, the atmosphere becomes much more relaxed.

The executive should give a final resume only to those companies that show a definite interest in him. When the interviewer wants something in writing to show to his associates, that is the time to send in a resume with a follow-up letter. The resume, of course, will again draw from the applicant's list of accomplishments, perhaps adding some that were not mentioned in the original letter or in the interview. In addition, it should include pertinent facts about education, and any off-the-job accomplishments. But no references. These should only be given when a job is practically set. If a reference gets too many calls, he may lose confidence in the man he is recommending.

With the resume saved for the end, it can become the ultimate weapon in the job-hunting process. By taking advantage of the information gleaned in the interview, it can be shaped to fit each job applied for, with all the extraneous material eliminated. On reading it, the company president can tell exactly how well the executive will fit into his organization.

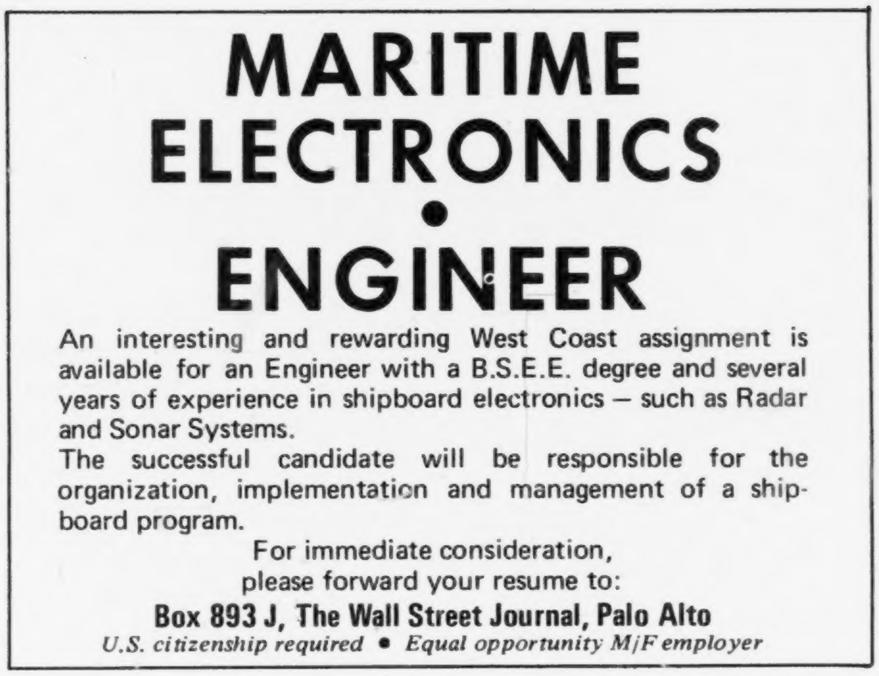
For this reason, a resume should never be mass-produced. To put a resume in print freezes it. The executive will find that interviews bring out accomplishments he had forgotten or had considered too trivial to include. So the resume should be reviewed after each interview to keep it fluid and growing, not so much in length as in strength.

Nor should the resume be prepared by a professional adviser or consultant. The executive himself must develop it or it will sound stilted. An outsider will be all too happy to write out a resume and send it to the hundreds of companies on his list. But some companies file every resume that comes in, and it can be very embarrassing for a job-hunter to be unexpectedly confronted with one of his stale resumes.

The essence of the job-hunting process, then, is to do things in the proper order: First draw up the inventory of accomplishments, then send out letters seeking interviews, and, only after that process is complete, compile and send in a resume. The resume, in short, should be used like a rifle, not a shotgun. The executive who acts accordingly will have a far better chance of hitting the target that all his efforts are directed at: getting the job.

***** AIAA believes that rather than always contacting the President as Mr. Boll recommends on page 3, the letter should be directed to the "hiring influence," the person who will make the final decision on whom to hire for the particular position. In small organizations this may be the President, but most often it will not.

TAILORED LETTER



MARITIME ELECTRONICS

●

ENGINEER

An interesting and rewarding West Coast assignment is available for an Engineer with a B.S.E.E. degree and several years of experience in shipboard electronics – such as Radar and Sonar Systems.

The successful candidate will be responsible for the organization, implementation and management of a shipboard program.

For immediate consideration,
please forward your resume to:

Box 893 J, The Wall Street Journal, Palo Alto

U.S. citizenship required ● Equal opportunity M/F employer

THE WALL ST. JOURNAL
Box 893 J
1701 Page Mill Road
Palo Alto, Calif. 94304

Gentlemen:

As a project Engineer I have accumulated several years of experience in maritime electronics. Some of my accomplishments include:

* Defined the sea tests to evaluate a shipborne radar and sonar system.

* Directed the instrumentation design and installation.

* Managed the sea test operation and supervised test personnel

* Completed entire evaluation on schedule, within budget, with a 90% data yield despite two unscheduled hurricanes during the test period.

My education includes a BEE from Pratt Institute, several credits towards a masters degree, Professional Engineering License, plus several business and marketing courses.

I would be happy to review my qualifications with you in a personal interview.

Yours truly,

(213) 378-3666

JA:eca

Director of Marketing

Communication & Electronic Equipment

The marketing executive we seek will have full charge of the marketing responsibility of the division and will report to the Vice-President.

We are a newly formed division of a large Central Florida R&D firm. Our product lines include microwave systems, radio communications, digital systems and associated communications equipment. Our markets include DOD, military and commercial.

Applicant should have approximately 10 years of increasingly responsible marketing management experience in either military or commercial markets. This is an exceptional opportunity for the growth-minded individual. Salary in excess of $25K. Send resumes in confidence to:

The Wall Street Journal
BOX T-857

An Equal Opportunity Employer—Male or Female

TAILORED LETTER
(TO AD) OR
BROADCAST LETTER

58745 Weymouth Street
Bethesda, Maryland 20014
February 8, 1971

The Wall Street Journal
Box T-857
30 Broad Street
New York, New York 10004

Gentlemen:

As a result of several years experience in Electronics Marketing Management, the following are some of my accomplishments:

* Established and managed a Communication and Navigation Sales Operation for a new department of a large corporation and increased sales tenfold in four years.

* Obtained the largest single order for commercial type microwave systems ever placed up to that time.

* Sold initial and follow-on production quantities of Airborne Data Link Systems to USAF and to Airframe Manufacturers.

* Transformed a Computing Services business from a half million dollar loss into a profitable operation in one year.

* Developed Product Plans for a successful line of Computer Peripherals which have been in production for many years.

My education includes a BEE degree, several credits towards a Master's degree, and many business and marketing courses.

It will be a pleasure to review my qualifications with you in a personal interview at your convenience.

Very truly yours,

RHR

Phone: 205-791-3002

ACHIEVEMENT RESUME

R.H.R.

58745 Weymouth Street
Bethesda, Maryland 20014

Home: 205-791-3002
Office: 205-685-9763

MARKETING/SALES MANAGER

Successful headquarters and field experience in marketing commercial and military electronic systems, equipments and components to Government and Industrial Customers. Includes research and development projects, communications systems, and computer hardware and software. Also experience in Product Planning and Marketing Administration.

Obtained the largest single order for commercial type microwave systems placed up to that time.

Successfully negotiated Government contract for the design of automatic equipment for the mass production of diodes and transistors.

Established and managed a Communication and Navigation Equipment Sales Operation for a new department of a large corporation and increased sales tenfold in four years.

Transformed a Computing Services business from a half million dollar loss into a profitable operation in one year.

Developed Product Plans for a successful line of Computer Peripherals which have been in production for several years.

Organized and managed a Government Marketing Office in the Washington, D.C. area for a Data Processing manufacturer and obtained several multi-million dollar multiple systems computer hardware orders.

Participated in annual negotiations with General Services Administration to enable a manufacturer's Data Processing Equipment to be listed in the Federal Supply Schedule.

Directed proposal efforts and negotiations resulting in Government contracts for the development of advanced components including tantalum capacitors, relays and batteries.

EDUCATION

Bachelor of Electrical Engineering, plus several Business and Marketing Courses

PROFESSIONAL AFFILIATION

Institute of Electrical and Electronic Engineers - Senior Member

BROADCAST LETTER

As Head of the Plans Branch for a large staff supporting Projects GEMINI and APOLLO, I coordinated the development of plans for astronaut recovery that resulted in reduction of required forces by:

40% in manpower,
56% in aircraft,
75% in ships,
and saved $900,000.00 per mission.

Although recovering astronauts is not your responsibility, I believe the planning, innovating, and problem solving necessary for its succesful execution is also required in your business. I am writing to you because your company may need someone in the financial or investment departments. If so, you may be interested in other things I have done. I have:

Studied equity and debt investment for nine years to determine the most profitable method and theory of investment.

Analyzed proposed mergers for impact on earnings, hidden assets, resulting capital structure, and probable market performance of candidates. Investigated over 700 companies for investment merit.

Maintained more than 80 individual daily stock charts. Used value and technical analysis to predict price movement. Invested profitably in 75 different companies.

Set up my own "Mutual fund" that outperformed averages by 60% in rising markets and 20% in declining markets.

Completed 60 semester hours in 10 months with B+ average while obtaining BBA in 1963. Specialized in finance and management.

I would be pleased to discuss my qualifications in greater detail in a personal interview.

Sincerely yours,

Telephone:

BROADCAST LETTER

Some time ago I performed a careful analysis of weather patterns permitting continued use of high sulphur fuel. The savings to the utility were estimated at $160,000 initially and about $4,000,000 per year eventually.

This was the result of one of many studies I have made as Technical Advisor on Corporate Investment Planning. If your organization can use my services, you may be interested in some of my other accomplishments.

> I improved the cooling of high voltage cables by burying a small size water pipe alongside. Four cables on the Toronto waterfront have done the work of six since 1960. This saved $2,000,000 on capital expenditure.
>
> An Atomic Energy Commission sponsored project at Princeton University had budgeted $500,000 for a capacitor bank. I changed some key points in the specification and tested the modified capacitors in a pilot plant installation. Subsequently, I called for bids on the revised specification. The selected manufacturer built the bank at half the allocated cost. The project has operated successfully since 1963.
>
> I carried out a complete development study for a Latin American community. It opened the way for 2,000 new jobs, an additional income of $12,000,000 and major sales of hardware by U.S. suppliers.

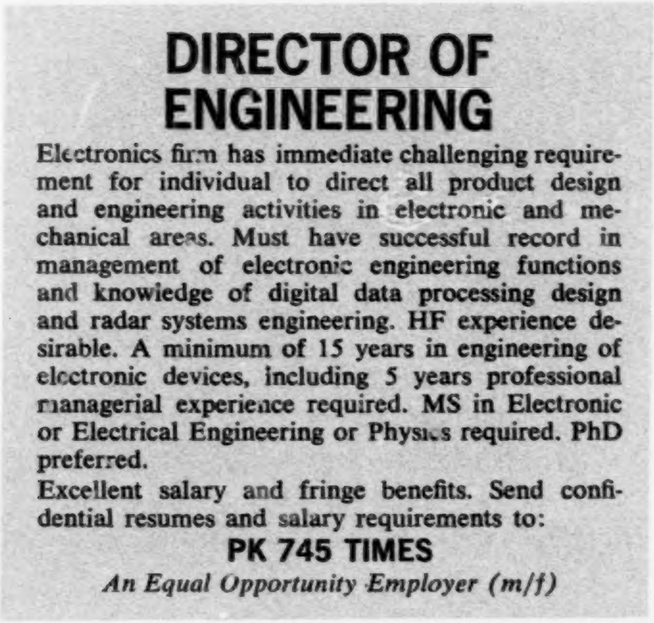
My technique for bringing in new business or evaluating proposed investments has generally been the same: Reduce the many technical, management and marketing factors to a common denominator. Include all intangibles, human inertia and vested interests. Perform pilot plant experiments before committing major funding. Give ample weight to future implementation of the project and to political factors. (Most elected officials want to be associated with successful new ideas.)

As a backing I have the advantage of a broad education with degrees in Electrical Engineering and Physics, minors in Economics and Chemistry and a doctorate in Nuclear Engineering, from Delft and Eindhoven in the Netherlands. I speak Spanish, German, French, Dutch and the Scandinavian languages. I have worked ten years in Europe and Canada and have had extensive business dealings with Latin America.

I shall be pleased to discuss my experience with you further in a personal interview.

Yours very truly,

TAILORED LETTER



DIRECTOR OF ENGINEERING

Electronics firm has immediate challenging requirement for individual to direct all product design and engineering activities in electronic and mechanical areas. Must have successful record in management of electronic engineering functions and knowledge of digital data processing design and radar systems engineering. HF experience desirable. A minimum of 15 years in engineering of electronic devices, including 5 years professional managerial experience required. MS in Electronic or Electrical Engineering or Physics required. PhD preferred.

Excellent salary and fringe benefits. Send confidential resumes and salary requirements to:

PK 745 TIMES

An Equal Opportunity Employer (m/f)

Dear Sir:

Your ad in the Sunday New York Times of November 22, 1970 for a Director of Engineering indicated that you may have a need for a technical executive with my experience and qualifications.

For the past two months I have been working with a small electronics firm as the Director of Operations responsible for the engineering, manufacturing and quality functions. The products are in the field of education and training equipment based upon digital and simulation technology. I am currently developing a new minicomputer based general purpose simulator for prototype display at the AVA show in New Orleans early next month.

As a technical manager at one major company for the past ten years, I served in the engineering management, program management and marketing planning functions. I managed the professional teams of functional personnel responsible for winning and performing over two hundred million dollars of profitable contracts in the field of electronic technology and systems applications. As an engineering manager earlier, I created and managed the project engineering group that directed and led a multidisiplinary multiproject five hundred man engineering organization. I established the technical goals, schedules, and budget; and minimized overhead through the continual rebalancing of work efforts.

As manager of the electrical engineering department of another company for seven years, I grew the department from twenty to seventy five engineers in an extremely tight labor market. In carrying out the design and development of electronic and electromechanical systems, I transformed many mature design functions from an engineering task to a lower cost technician type job.

I am a graduate of Columbia University with a B.S.E.E. awarded in 1950, and have completed my graduate work in EE at Penn State University in 1965. Graduate work, completed with an A average, included state of the art electronic circuits and components, advanced mathematics, operations research, and information theory.

I have had twenty years of experience in the technical management field. This experience has been primarily with electronic and digital technology and systems applications. My excellent performance at three major companies has been recognized by a continuous progression of responsibilities, positions and compensation.

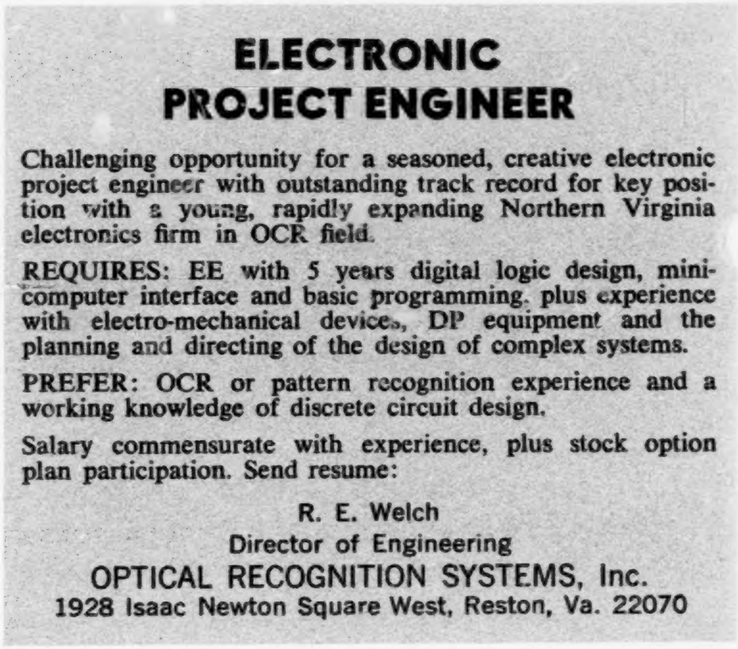
I will be glad to discuss further details of my experience with you in a personal interview.

Sincerely yours,

Box XXX

Box XXX Blank Road

TAILORED LETTER



ELECTRONIC PROJECT ENGINEER

Challenging opportunity for a seasoned, creative electronic project engineer with outstanding track record for key position with a young, rapidly expanding Northern Virginia electronics firm in OCR field.

REQUIRES: EE with 5 years digital logic design, mini-computer interface and basic programming, plus experience with electro-mechanical devices, DP equipment and the planning and directing of the design of complex systems.

PREFER: OCR or pattern recognition experience and a working knowledge of discrete circuit design.

Salary commensurate with experience, plus stock option plan participation. Send resume:

R. E. Welch
Director of Engineering
OPTICAL RECOGNITION SYSTEMS, Inc.
1928 Isaac Newton Square West, Reston, Va. 22070

---

42 Jones Road
Princeton, New Jersey 08540
April 5, 1971

Mr. R. E. Welch
Director of Engineering
Optical Recognition Systems, Inc.
1928 Issac Newton Square West
Reston, Va. 22070

Dear Mr. Welch,

I am very interested in filling your requirements for an electronics project engineer. I have over five years experience in digital logic design, and I am very capable in design of discrete analog circuits, deflection drivers and electromechanical devices. I have extensive project experience in interfacing computers of all sizes. Some of ny accomplishments are:

> Increased the uptime of a large commercially operated computer complex by 50% increasing the confidence of the customers and the effective income and capacity of the machines.
>
> Redesigned some major computer peripherals, salvaging over one million dollars worth of hardware and a costly engineering effort to design in replacements.
>
> Designed and built a precision computer controlled CRT flying spot scanner for collecting information from film. This system has now been in continuous operation for the past two years.
>
> Proposed and designed a digital programmer that led to many repeat contracts.
>
> Automated and instrumented a major experimental facility to reduce the cost and effort of the individual experimenters allowing more users to take advantage of this facility.
>
> Designed many servo systems including film drives with varied performance goals.

I believe I have compiled an excellent record of achievement and would like to continue it in a growing company like yours. I would be happy to discuss my qualifications with you in a personal interview at your convenience.

Sincerely yours,

s/HS

SESSION III

The attendees should understand the importance of thinking, acting, and speaking in terms of the employer's interest.

The attendees should understand the necessity of preparing answers for "problem" questions ahead of time, and understand the value of asking cogent, intelligent questions of the prospective employer.

The following points should be covered:

The employer's point of view -- What can you do for me?

Types of interviews.

Don't give an interview on the telephone except at long distance and only enough to obtain a personal interview.

Preparing for the interview:

- Research the company.
- Research the industry. see pp IIIa
- Preparing mentally and physically.
- Arriving ahead of time.
- Asking and answering questions. Use of questions.
- Preparing for "problem" questions -- see pp IIIc-IIIm
- The contents and use of an Interview Kit.
- The employment application.
- Salary negotions.
- Going for the offer, not the job.

Follow-up activities.

Persistence.

Importance of role playing.

The role playing exercise.

The importance of role playing cannot be overemphasized. It is usual to have many of the group state that they understand completely how to answer the "problem" questions, but when placed in the role playing situation, may lose their cool and blow the interview.

These interviews assume that the man's technical competence has already been proven, and now the effort is to determine the non-technical characteristics of the man, i.e. his ability to get along with other people, whether he is a self-starter, whether he is a lone-wolf, and what his attitudes are toward people and his work.

The attendees should set the scene and provide the Counselor with a resume so that he can ask appropriate questions.

The counselor must be serious and not permit asides. As a result, these interviews can come very close to the real thing. Do not permit the rest of the group to interrupt; they are to listen.

Do not interview across the length of a table; have the two people sit close.

It is helpful to the participants to let them act as employers for some of the role playing. It gives them a better appreciation of the "employer's point of view."

About one third of the time should be spent in discussing the Session III topics, and the balance of the time in the role-playing interviews.

RESEARCHING EMPLOYERS

When you have received a request for an interview, one of the next steps is to perform research-in-depth on the company.

While some information will be difficult to obtain, fill in as much as is available. Here are some rough guides for evaluation:

ANNUAL REPORT: Indicates financial posture. Available from the company directly, or from stock broker.

STANDARD & POOR'S REPORTS: Financial and some product history about company - available from stock broker.

AGGRESSIVENESS OF MANAGEMENT: Difficult to assess - a judgement item. Look for possible reports in some of business magazines, Fortune Business Week, etc.

PUBLIC RELATIONS DEPT: This is a catch-all department and they will usually be able to help with the overall picture of a company.

SALES, COSTS, & DIVIDENDS: This information may be obtained from the annual report.

GROWTH & HISTORY: Picture may be put together by plotting information from annual reports for several years.

COMPARISON WITH OTHERS IN SAME FIELD AND IN OTHER FIELDS: Look in trade publications.

R & D EFFORTS: Not easy to obtain this information. Try professional publications.

Static information is not as valuable as the picture over a period of time. The more interesting company is the one that has grown over the years and has weathered storms and changes in technology. This analysis is similar to one that might be performed if you were considering buying stock in the company that is going to interview you; if their stock looks interesting, on the basis of business considerations, then it can be an interesting company to work for.

PREPARING FOR THE INTERVIEW

INTERVIEW KIT:

A "one shot" scrapbook, don't prepare more than one.

Applicant controls its use, keeps in his hands.

Do not give it over to interviewer, let him look only.

Can be a useful interview tool.

Can contain:

- Letters of commendation
- Letters of reference
- Photos of equipment worked with
- Copies of presentations (unclassified)
- Samples of reports

Above items are optional. Content should be broad.

THE INTERVIEW ITSELF:

1. Establish good rapport

   Play his game - at least for the first few moments.
   The American version of the "Japanese Tea Ceremony."

2. Find out what the company's problems are

   Provide the bridge as to how your accomplishments can be applied to his problems.

3. Whenever you are ready to ask for the position - ask for it!

   Whether in the first, second or third interview.

THE INTERVIEW ITSELF (CONTINUED)

4. Asking Questions - Use of "open ended" questions - Who? What? Where? When? How?- to get the interviewer to do a lot of talking. Also, you will then be considered to be a "good consationalist."

5. Use of the "Interview Kit"

6. The Salary Question

   Whenever the question of money comes up, do not enter into this discussion before having sold yourself to the interviewer, and reaching your own decision that you want to work there.

   Every time he starts asking you about money - you ask him more questions about the job.

7. Use and Protection of References

8. The Employment Application

"Problem" Questions That Can Arise in an Interview Situation

1. What do you know about our company?

   Better know much about what they do, product lines, size, income and reputation/image. Companies in the news are easy to "research." Don't come back with you don't know much but would like to learn.

2. What are your personal five year goals?

   "I would like your job" or "I would like to be a project manager, (chief engineer, v.p., etc.)

   Relate answer to the employer rather than giving a self-serving reply.

3. How much do you expect to be making five years from now?

You never know what the value of money is going to be five years from now.

Don't fall into trap of telling them what you are going to make.

Don't give a dollar figure.

Talk in terms perhaps of being more interested in satisfaction to be derived from the work to be done and the financial rewards will follow.

4. Tell me about yourself?

Don't spend much time in answering this.

Tell something about yourself that relates to the job opening and let it come out in the form of a helpful experience - what you can do for employer.

5a. Why do you want to work for us?

Something the company has to do and you can contribute to the doing of it.

5b. Why do you want this job?

Similar to one above. Use same basic approach

Out of work and hungry? No!!

5c. Why do you want to work for this company?

Know why in your mind and answer in terms of what will interest the employer.

5d. What would you do for us?

Don't presume to tell (lecture) the interviewer exactly what you would do since you don't really know their "problems." You better know enough about the organization to relate an experience of yours which represents successful solving of a past employer problem.

SESSION III (CONTINUED)

6. What did you like best about your previous job?

Wants to see how applicant reacts.

Wants an honest answer.

Reply in a positive way by taking a 180° turn.

7a. What are three of your strong points?

Know more than three.

Relate them to the company and job when possible.

7b. What are three of your weak points? (A look for the reaction type.)

Turn weaknesses 180° to be positive.

Take a weak point and turn it to your advantage.

"When schedules are pressing, I sometimes get in there myself."
"I an intolerant of sloppy work, (laziness)."

Give one good one and probably not have to give other two.

8. What do you feel this position should pay?

You don't know, what range do you have?

Go back with another question.

9. How much do you expect (want) if we offer this position to you?

Be very careful in reply to this.

Employer should have assigned a $ value to job.

Market place value of job may be key to answer.

Do you (employer representative) wish to make an offer and then negotiate the salary? (A Bold Approach).

10. What is your philosophy of life?

A "reaction type" question - interviewer is often "testing" for reaction.

Turn question to your advantage.

Don't linger in answering the question.

Answer depends on whom you are talking to.

11. Any objections to a psychological interview and tests?

Answer should be, "No, don't mind. Hope it's job related." Extreme symptoms are looked for.

Brain Watchers (Author - M. Gross/Publisher - Random House) is a good source of information about industrial psychology.

12. What was your salary in your previous position?

Try to convey that your previous salary has nothing to do with how you can perform in the assignment for the prospective employer.

13. Don't you feel you are a little too old/young for this job?

Rely on a past experience to support no answer to this question.

You may not know enough at this stage about the job to answer. If so try to get more information with another question.

14a. What's your family's reaction to moving?

Better be able to say you have discussed the subject and they are willing.

14b. Would you mind moving to another location - how about family?

Better prepare to answer such a question - No.

May be a "deselector" especially during early stages.

May not have to ultimately move - you never know.

FOLLOW-UP ACTIVITIES AFTER THE INTERVIEW

"Thank-you" letters (less than 1% do)

To the men who interviewed you.

Summarize what the company's problems appear to be- and why you want the job.

The last paragraph should state that you will contact him in a few days.

Phone Calls

Personal Visits

Subsequent Letters

Persistence

Regularly scheduled contact with individual who conducted

Interview, and with any other within the company deemed propitious.

FINAL REMINDERS

Sell Benefits - not features

(Participants must understand and accept this idea.)

Make sure in Session III that the participants share their good and bad interviewing experiences.

As a guide: (real interview)

Interviewer should talk most of the time.

Applicant should arrive well in advance of interview, neatly groomed, with a smiling face, and a positive attitude.

Applicant should have name and telephone number of interviewer or person with whom he has appointment, so that he can call in the event he is delayed.

Applicant must be wary of "threatening" the interviewer, by giving replies to questions that may cause the interviewer (who may be potential supervisor) to become uneasy, etc.

COUNSELOR'S GUIDE

WAYS TO COUNTERACT INTERVIEW STATEMENTS AND CONDITIONS

STATEMENTS AND COUNTERACTION RECOMMENDATIONS	DISCUSSION POINTS
1. You are over qualified	What does this mean?
a. Hear this without signs of emotion. b. Find out what job is actually open, tactfully. c. Give performance related facts that you have achieved in similar work situations. d. Get pay details for the job and decide if this is worth pushing toward. e. Leave them with assurances that you can do their job with the depth of experience that will benefit them in the future.	-Does over qualification mean not enough in the right area? -Could specialization be the excuse? - Economy of operation may demand less specialization, more adaptability. How can you show this?
2. We want someone younger	Why is this ploy used?
a. Talk about this in friendly terms. b. Find out if it means lower pay. c. Show that you can work for the dollar expected and do twice the job. d. Emphasize experience in concrete terms of performance and not in general terms. Use facts with dollars, volume, savings and improvements in them.	-Is money the reason? - How could retirement plans be related? -What are the interview signs of a narrow, tired mind? -What can happen when you compare yourself to a younger man?

2. We want someone younger (continued)

e. Give the impression that you are adaptable to change, have done it easily in the past and can in the future.

f. Make them wish they could hire you.

3. Aerospace pay too high

a. Remember, when you hear this directly or in hints, do not argue.

b. Agree that industry pays were high but changing now.

c. Stress facts of your ability to handle difficult diverse problems quickly. Systematic problem solutions are profitable aerospace skills.

d. Express understanding of national goal changes and need for reevaluation in aerospace priorities.

e. Show personal work career evaluation changes toward non-aerospace, and really mean what you say.

Who would say this to an applicant?

-Is this a bitter tax payer?

-Could competition in the past cause this reaction?

-Why don't you argue?

-How can you get the person to agree with you best?

4. Is aerospace profit oriented?

a. Agree that some parts of the industry may not be totally profit directed.

b. Give factual assurances, with time, place, dollars and schedule terms to prove that you turned in an economical performance . . . delivered on schedule and under estimates of cost.

Can we get away from this popular image?

-Is it true? Briefly, why?

-What are other ways to show real savings?

-Why put savings detail in a resume?

4. Is aerospace profit oriented? (continued)	
c. Take this chance to show how eager application of your strengths could produce the kind of capability he may be looking for.	-Could study of the potential job help before the interview? How?
5. You will go back when they get a new contract!	How did the interviewer reach that conclusion?
a. Illustrate where this may have been true in the past.	-Will you go back?
b. Reveal your personal goals of having enough of the industry.	-Just for two or three years maybe? Why is this dangerous?
c. Have homework done to show career path and growth ideas for the job/industry that you are being interviewed for.	-What does this interviewer want to hear most?
d. Demonstrate a knowledge of changing national goals and how they effect aerospace and you.	
6. Two men are hired for every job in aerospace	Getting to the moon has helped generate this image
a. Explain that this happens when accelerated schedules demand multiple manpower.	-Is this pace still going?
b. Recent trends should be told here where industry economies are reducing it's image.	-What other facts can be given to show the change in priorities?
c. Working on the brink of technology requires backup and trained personnel.	-How can the person being interviewed best show his experience value?
d. Make sure that they understand that you never had this luxury.	-Doesn't this seem to need dollar assurances? How?

7. We do not pay as well as aerospace

a. What does this really mean in dollars and cents?

b. Find out what your lowest possible living costs will be.

c. Look at a 30% cut in pay as a starting point.

d. Make your mind up ahead of time to recognize where the bottom dollar acceptable will be.

8. Our experience with aerospace people has not been good.

a. Be careful not to make him any more experienced than he already is.

b. Patiently try to find out what the "experience" has been. Design your facts of performance to give positive assurance of a good experience with you. Use real terms and not general ones.

9. You will have to take too high a cut in pay

a. Carefully find out how high is high.

b. Know your bottom dollar and make the judgement.

c. Ask for the consideration of a day or so to decide. They may increase the dollar also.

How low is low in your monthly pay?

-Have you made a dollar evaluation of your living costs?

-Can you afford to take a low paying job?

-Two jobs to keep up, how successful is it?

This generality is popular now

-Can an overly educated and experienced person make out in a mundane job? How?

-Will you have time to hear all the troubles he has seen? Why call his bluff? Why not?

Money is related to happiness

-Working for too little depresses everyone . . .

-Will you do a good job for starvation wages? Why? How?

9. You will have to take too high a cut in pay (continued)

d. Make up your mind to the reasons why you will accept lower pay. They must be logical and believable to the person hiring you.

10. Our benefits are lower

a. Talk this one over carefully for it is not a big thing to keep you from a job.

b. Emphasize the personal plans you have made to take care of the change in benefits.

c. Show how you have used (not used) benefits in the past.

d. Get agreement that the benefits are a minor part of the job consideration.

-Are games being played, is there really a job?

-Why doesn't the employer want an unhappy man? How will it cost money?

Benefits are a bargaining point

-How close is this to a job offer?

-Why is this point being made?

-What part of aerospace pay can be considered benefits?

-How much is lost without one benefit like medical? Dental? Salaried savings?

DO'S

1. Wear a business suit, not sports clothes.

2. Wear a white shirt and conservative tie, or if colored shirt make it appropriate with harmonizing tie.

3. Be clean shaven, beards and handle bar moustaches are OK for the mod crowd - most employers are not interested in your necessity to prove your manhood by the cultivation of something on the face that grows wild in other areas of the body!

4. Always ask for his business card so you can call him if necessary, and you will know how to correctly address him for #5 below.

5. Always, in every case, send a letter to the man who interviewed you, thanking him for the opportunity - and if you want the job - tell him so, he'll appreciate it and it may be the one thing that makes him decide on you over the others he's talked to.

6. Always ask questions - about him, the job, the future, what's expected of you, etc.

7. At the end of the interview, ask specifically if you meet his requirements, and if so, when specifically he will want you to return and get the exact time and date.

8. Remember, while he is interviewing you, you should be doing the same to him, make him know in a nice way you aren't going to jump into any job without knowing all about it, him and the company.

9. Listen to what he says, answer his questions directly, then ask him a question.

10. Shake hands with a firm, almost hard handshake. Nothing in the world leaves such a bad impression and a lasting one than a limp, wet fish handshake.

DON'TS

1. Don't sit down until invited to do so.

2. Don't wear white socks, even if necessary for health reasons. Wear a pair of matching socks over the white ones if you must wear them.

3. Don't ever answer a question with a yes or no answer, make it an opportunity to sell yourself at every question.

4. Don't go on an interview unless you are feeling well and are in good health.

5. Don't show up late.

WHY I DIDN'T GET THE JOB

What are the reasons why you as an applicant sometimes receive only a thundering silence from prospective employers after your interview has been completed.

A well known placement director at Northwestern University, recently made an interesting survey of 405 of the top, well known firms to find these reasons.

1. Poor personality and manner; lack of poise; poor presentation of self; lack of self confidence; timid; hesitant approach; arrogance, conceit.
2. Lack of goals and ambition, does not show interest, uncertain and indecision about the job in question.
3. Lack of enthusiasm and interest, no evidence of initative.
4. Poor personal appearance and careless dress.
5. Unrealistic salary demands, more interest in salary than opportunity, unrealistic about promotion to top jobs.
6. Poor scholastic record without reasonable explanation for low grades.
7. Inability to express yourself well, poor speech habits.
8. Lack of maturity, no leadership potential.
9. Lack of preparation for the interview - failure to get information about the company and therefore unable to ask intelligent questions.
10. Lack of interest in the company and the type of job they have to offer.
11. Lack of extra-curricular activities without good reason.
12. Attitude of "what can you do for me, etc."
13. Objection to travel, unwilling to relocate to branch offices or plants.
14. Immediate or prolonged military obligation.
15. No vacation jobs or other work experience, and did not help finance his own education.

THIS IS A LETTER FROM AN ATTENDEE AT THE FIRST AIAA WORKSHOP. HIS JOB HUNTING EXPERIENCE MAY PROVIDE SOME VALUABLE LESSONS FOR YOU.

Dear Norm:

This letter has been on my mind for a long time. When I found my new job I was so thrilled that I devoted time to acquaint myself with the business of my new employer. However, I was not too busy to set aside one night per week to counsel at the Workshop. I wanted to pass on to others what I had learned.

When I attended the very first session at the Airport Marina, I was lucky in two ways - I was employed and I phoned for a reservation. At least several hundred were turned away probably because the newspaper article made no mention of reservations.

Before the first session was over, my confidence in myself had increased and I had plenty of homework for the next session. I appreciated the approach that only I could help myself - The Workshop could provide encouragement and techniques.

At the second session I thought I had the best resume. Well, I found out differently. The criticisms were severe but appropriate. By this time I was unemployed after 11 years with North American Rockwell and highly motivated to write a good letter and resume.

I did not panic but concentrated on my approach. The third session was the one dear to my heart. The real test came when I had to conduct an interview. Even though it was role playing it was real and extremely rewarding to me.

Now you are wondering what happened after the Workshop. I wrote more than 50 letters to selected individuals within companies that appealed to me. I contacted 18 employment agencies by sending a note and resume. In addition, I called many of my friends (more than 30) and asked for leads and suggestions. I might mention that just these exercises put me in a better frame of mind.

I received 32 replies but only 2 opportunities for interviews.

My real lead came from a friend in an employment agency. I took his advice and drove to the company to talk to the chief engineer. He would not even come to the lobby. I was really discouraged.

My friend at the agency said he would call the company back and for me to think about how I could help the company. He arranged for an interview with the Marketing Director. The interview went well. I showed him several of my exhibits.

One week later we met again. After showing him more exhibits, he made me an offer. Two days later I dropped in to discuss the salary offer and how I could help him. Before I could start he informed me that he had to withdraw the offer. Recovering quickly, I said I was very interested and believed that I could offer his company a valuable asset.

Two days later I attended the Annual Meeting at which I met the head of the division. The following day I showed up at the plant with a marketing plan and told the Marketing Director that I wanted the job and that I was the person to solve his problems. He was somewhat surprised at my enthusiasm and insistence. This time I talked to the chief engineer in person. Once we talked about jogging and he saw one of my exhibits - his reservations disappeared.

I was promised a yes or no answer that evening. It was Sunday morning before I got a reply - come to work in one week at a salary across the board. I thanked him for selling me to management. He replied that I sold myself.

Reflecting on how I got this job - I see I used the approach taught by the Workshop - preparation, persistence and perspiration. I believe Gary Grant once said that luck is when preparation meets opportunity.

One of the most rewarding experiences has been the opportunity to serve as a counselor at the Workshop. Again I wish to thank you, AIAA, and others who have made this project an overwhelming success.

As for the Workshop, I feel great that an organization like AIAA could respond to this human need in a critical time without regard to membership, company affiliation, level of education, sex,race, employment status, etc.

I have been tempted many times to blame the President, government, and the aerospace for my unemployment. The Workshop helped to put those thoughts in perspective and lend light to the darkness. Aerospace skills are valuable and with some personal effort can be applied to other industries.

After being unemployed for just 2 months, I now realize how a person's selfworth is related so closely to his ability to work - to earn.

Again thanks for your Workshop.

G.P.O'B
920 Birch Road
Wayne, Penna. 19087

April 6, 1971

AIAA
1290 Avenue of the Americas
New York, N. Y. 10019

Mr. Geoffrey A. Potter
Director, Member Services

Dear Geoff,

Thanks for your time when I was in New York a couple of weeks ago. As I told you on the phone a few days ago, I seem to have located a position with ITT ElectroPhysics Labs in Columbia, Maryland. I believe I mentioned the long series of interviews they had been putting me through since I answered a blind last October. As a matter of fact, the final interview and decision on the offer was made shortly after I left your office that day. I called home when I went downstairs to check on the day's mail, and my wife informed me that ITT was trying to get in touch with me again. I called them immediately, made a mad dash for the airport, was picked up at Baltimore, driven to the plant, closed the deal, was driven to Washington, flew to New York to get my car, and then drove home to Pa. to let my family hear the good news.

While I told you the AIAA sessions did not help me, I should make it very clear that it was because I had educated myself very painfully to the same techniques prior to the sessions being available to me. You have gotten a fine effort underway with the sessions, and will save many people a lot of time I lost learning on my own the hard way. The job market is in terrible condition today, and the most important thing is to encourage people to keep trying. The letter that put me on the winning path was only one of more than a thousand, and it took more than four months to mature. Meanwhile I was continuing to pursue other possibilities on a daily basis, as I did on the day I visited your office.

I am enclosing a copy of the letter I wrote, the blind ad I responded to, for your use as a possible illustration. It worked!!! I got the job, even signing the letter with a box number instead of my name. It actually turns out to be quite a promotion from the position I was laid off from at General Electric.

Best of luck to you and your program.

Sincerely yours,

George

EMPLOYMENT WORKSHOP

ORGANIZATION TIMETABLE

(approximate)

Minus 35 Days - Starter Kit to Workshop Chairmen

Minus 28 Days - Organizational Meeting

Minus 21-7 Days - Instructor Recruitment

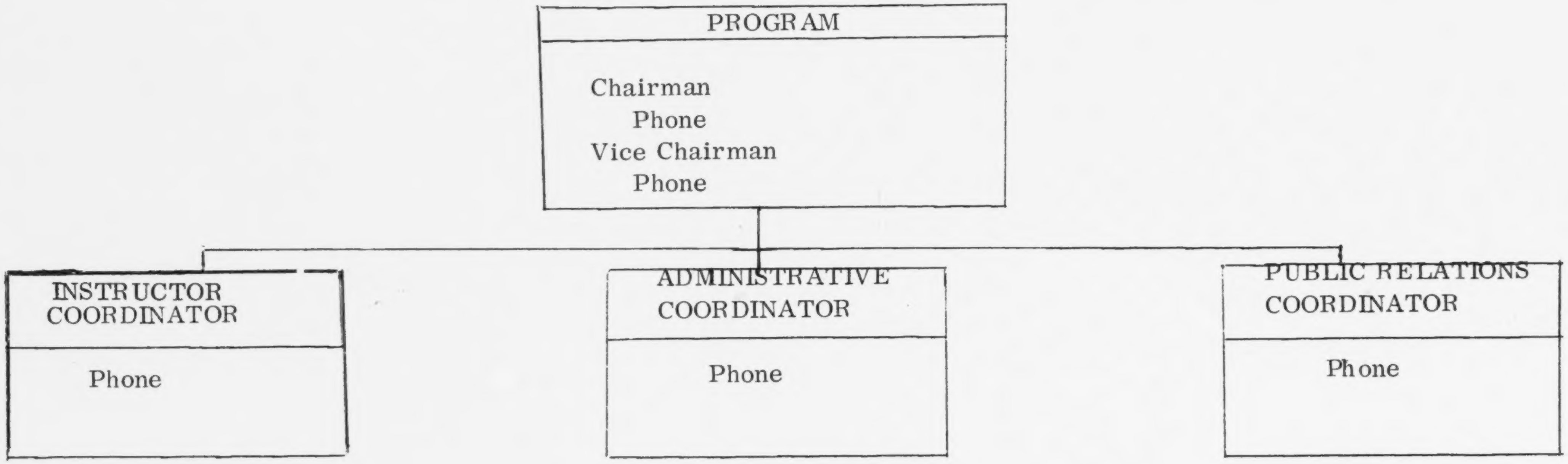
Minus 18-40 Days - Mailing and Publicity

Minus 9-7 Days - Instructor Training

0 Day - First Session of First Workshop

WORKSHOP FOR PROFESSIONAL EMPLOYMENT

ORGANIZATION


PROGRAM
Chairman
Phone
Vice Chairman
Phone
INSTRUCTOR COORDINATOR
Phone
ADMINISTRATIVE COORDINATOR
Phone
PUBLIC RELATIONS COORDINATOR
Phone

- ☐ INSTRUCTOR SELECTION
- ☐ INSTRUCTOR TRAINING
- ☐ INSTRUCTOR SCHEDULING
- ☐ JOB BOARD

- ☐ FACILITIES
- ☐ TELE. ANSW. SERVICE
- ☐ PROGRAM MATERIALS
  - Printing
  - Mailing
- ☐ EXPENSE RECORDS

- ☐ PROGRAM ANNOUNCEMENT
- ☐ MAILERS - Design
- ☐ P. R. COORDINATION
  - News Media
  - AIAA
  - Other Socities
  - Radio
  - Television

WORKSHOP FOR PROFESSIONAL EMPLOYMENT

1. ORGANIZATION

It will be important to establish one Committee Chairman to act as both administrative head and point of contact for all of the people who eventually become involved in this activity. This person would naturally expect to receive a great many phone calls in the process of organizing the sessions, coordinating instructor participation and attendee registration. In addition, he would have to be responsible for the reproduction and distribution of the hand-out material and general headquarters for the entire program. A working committee of about six (6) should be adequate to handle all of the assigned responsibilities.

The general sequence of organization would be:

a) The Committee Meeting of those primarily responsible for the overall program.

b) The recruitment of potential instructors.

c) A briefing and training session for instructors.

d) Establishing Workshop schedules in some sequence, either in series or in parallel depending on the volume. There should be some time lapse such as one week between sessions to allow the individuals to do the homework that is necessary.

e) Budget preparation based on the number of the attendees and the amount of the materials which will be required in the overall program. Second printings of materials are expensive and should be avoided if reasonable accurate estimates are available to you.

f) Establishment of the reservations center for response to promotional literature and publicity.

g) Initial publicity and direct mail.

h) Building an attendance list from the registrations for use on the first session of the Workshop.

i) The reproduction of materials to be used in the Workshops.

j) Collating materials into packets for instructors and attendees. Counselor packets will include all of the materials in the attendees packet plus session outlines and extra information to the instructor for his guidance.

k) Follow-up contact with instructor to ensure sufficient numbers for each subsequent session.

2. PUBLICITY

Controlled publicity will be more satisfactory than a broadside campaign since it will permit a better pre-registration of attendees. Direct mail to AIAA members as well as to other professional societies in the area where their lists will be made available is a good place to start.

Controlled announcements in newsletters, on posters and similar outlets can be used to reach those people outside the normal mail lists. It is important in all cases to emphasize the need for pre-registration in areas where the potential audience is considerable: It would probably be best to concentrate on AIAA members first, so that the group responsible for conducting these Workshops can gain experience and establish the best format for their circumstances.

3. RESERVATIONS AND REGISTRATION

It was found in the Los Angeles program that a professional answering service provided the best means of controlling the response and maintaining accurate records. Since the amount of response will depend on the area, any one person that can be designated in charge with the responsibilities of receiving these phone calls is satisfactory. It would not be good to have reservations coming through more than one office. Professional answering services are available on a weekly/monthly basis and are nominal in cost for the service they provide. It should be considered in those areas where the phone response might overload a person responsible for other normal duties.

4. FACILITIES

An essential part of the format is to provide for round table Workshop discussions. Six to eight participants per instructor is considered the optimum. Nothing significant can be accomplished in large audiences except for the session introductions and announcements. After the introduction portion of the session, the individual groups should be assigned to separate smaller rooms for the round table discussions. Classrooms or conference rooms are best suited for this purpose.

It is not considered wise or necessary to provide any sort of refreshments, such as coffee. If it is convenient, water and glasses would be desirable.

5. REGISTRATION

It is necessary to control the flow of attendees into the Workshop area so a limited access should be provided in order that everyone can be registered and given the packet of materials that will be needed for all three sessions.

Pocket badges or some similar identification is important because of the round table nature of the Workshop and to create a personalized atmosphere at each session. Instructors should be assigned to specific tables in order to know exactly where they stand prior to the start of each meeting. There is a no-show factor both amongst the instructors and the attendees and there should be one or more instructors on stand-by to fill in these vacancies.

6 INSTRUCTORS

It is essential to build a corps of Workshop instructors from among the various groups available to your area. If there are other self-help organizations, they can be the nucleus of the group in its initial stages. The instructors are the essence of the Workshop and only through their proper guidance can the Workshop have any meaningful results. There must be some training and briefing of those who are to act as instructors. As you gain new recruits for the instructor corps it is best to use them on a co-instructor basis for one or two nights until they feel satisfied that they are able to handle a Workshop table on their own. The best sources for instructors are people who have had this kind of experience and those who are or have been engaged in vocational or personal counselling. Some of the people in the personnel field who are particularly sensitive to such problems can become good instructors. Also there are other professionals who have experienced a rather difficult job search and have empathy for others in the same situation. A final source for instructor recruits is from among the attendees themselves. Each instructor should be on the lookout for more articulate people who demonstrate an ability to react well in a Workshop group. After the second or third session, it is verly likely that some of these people will become future instructors. During the initial organizational period, an instructor briefing session is essential. All of the available course material including the booklet should be distributed at that time, preferably a week before the first session. This will give everyone sufficient time to do a little homework and further prepare themselves for this role.

7. MISCELLANEOUS ITEMS

Among the other subjects that should be emphasized by the instructors throughout the sessions is:

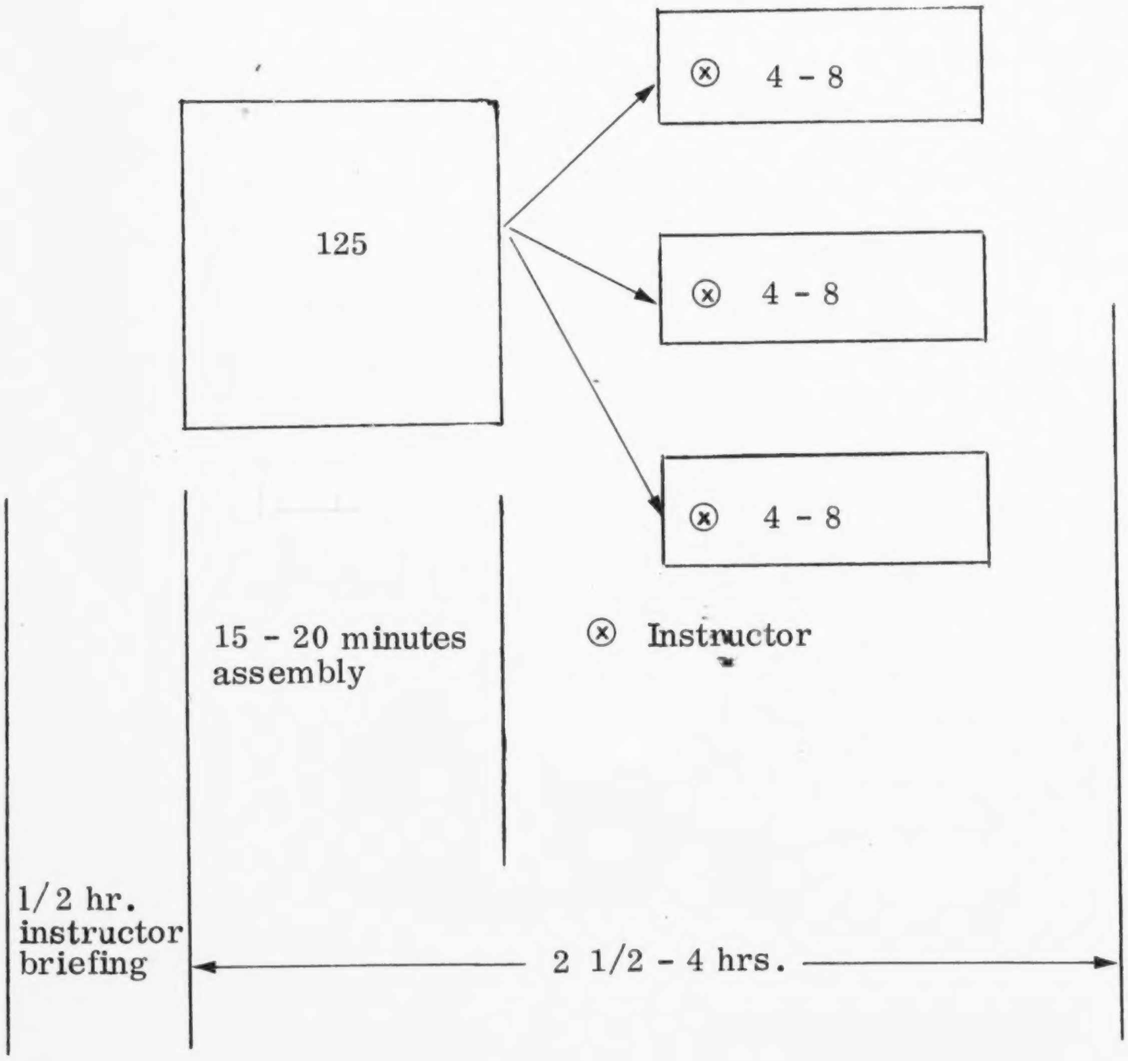
a) The importance of bringing a sufficient number of resumes to the second session. It is essential that the individual have his resume critiqued at that time.

b) The instructors must constantly remind the attendees of the necessity to generate job leads and return the completed cards so that they may be shared by other participants.

c) It is not desirable to include wives or girlfriends during the regular sessions. It is possible that a separate counselling session could be scheduled for those participants who are having serious difficulties on the home front. This has not been done yet in Los Angeles as the need does not seem to be urgent.

d) Occasionally you may have representatives of companies, who have bona fide job openings, on hand to interview after the regular session. Announcements relative to specific hiring situations can be made to the assembled group before they break into the smaller groups.

e) It is essential that the need to attend all three sessions in succession be emphasized in the printed flyers and the introductory remarks.



Session Topics:

1. Overview
2. Letters & Resumes
3. Interviews

INTERFACE WITH THE DEPARTMENT OF LABOR

The AIAA Workshops for Professional Employment are now being funded by the Department of Labor with help from NASA. For this reason, it is particularly important that every effort possible be made to cooperate with local State Employment Services and to keep the Dept. of Labor informed as to your activities.

Therefore, each section now holding a workshop is asked to send copies of all material generated, such as publicity, calls for organizational and training meetings, reports on completed workshops, etc., not only to AIAA headquarters but to:

Mr. Paul Mayrand
U. S. Dept. of Labor
1741 Rhode Island Ave. NW
Longfellow Bldg.
Washington D.C.
Tel: 202-961-3578

and, also, to the local employment service in your area.

As soon as you have established a date for a planning session for a workshop, we suggest you contact Mr. Mayrand. He, in turn, will contact the appropriate Department of Labor regional office and make arrangements to have a representative of the State Employment Service attend the planning session. During that session the extent and nature of Employment Service participation should be arranged for. We suggest that areas of discussion appropriate for the Employment Service at the workshops are as follows: (1) Labor Market Information, national, state and local; (2) Interarea Recruitment; (3) Job Banks; (4) National Registry for Unemployed Engineers; and (5) the general services and facilities of the public employment service with a special emphasis on professional division.

Should you have any questions, please contact Geoffrey Potter at the AIAA National Headquarters in New York or Norman Hill in the Western Office in Los Angeles.

TO: All Workshop Chairmen

SUBJECT: Workshop Expenses guidelines

FROM: Stanley Kramer

DATE: July 21, 1971

AMERICAN
INSTITUTE OF
AERONAUTICS AND
ASTRONAUTICS

1290 AVENUE
OF THE AMERICAS
NEW YORK, N.Y. 10019
AREA CODE 212
581-4300

Augmenting Geof Potter's memo of June 23, 1971, here are a few additional guidelines on expenses for the Workshops:

RESPONSE TIME:	Please don't accumulate bills; send them in as they are generated.
BILL SUPPORTS:	A listing of the items and their prices is not enough! The actual bill (or photostat) is required. Send all of these to Leonard Rosenberg.
PUBLICITY MAILINGS:	Do not use first class postage. Use bulk mailings.
END OF THE LINE:	Out contract expires Dec. 31, 1971. We would like to close out all billing at that time.
INSTRUCTOR BOOKLETS	We have developed a new Instructor Handbook marked, "Revised April 1971." Let us know how many you require. Discard the old booklets.
HANDOUT MATERIAL:	An up-to-date handout for the attendees has been developed. It is in the form of camera-ready copy and can be printed by photo-offset. Let us know if you need it.
COST ASSUMPTION:	Try to obtain local support for many of these items. Printing and mailings lend themselves to this.
"SEVEN STEPS":	We want to ship via ground transportation. Try to allow two weeks for delivery.
NON-ALLOWABLE ITEMS:	Secretarial services, magazines, books, tapes.
ROOM RENT OR CUSTODIAL SERVICE:	Try to obtain these no charge. Check with us for authorization before going ahead.

It is necessary to carefully monitor expenses in order to continue running the Workshops, for a resurgence of activity is expected from September to the end of the year.

Stan

THE WORKSHOP FINANCES

Since AIAA Workshops for Professional Employment are now being funded by the Department of Labor with help from NASA, we ask you to do the following with regard to allowable costs incurred by your Section in connection with the workshop:

Small bills should be paid by the Section and the costs accumulated and then submitted with supports, e. g. invoices, to AIAA National Headquarters in New York, which will reimburse you promptly. Larger bills, which could create a burden for the Section Treasury and which it would be inconvenient for the Section to pay out of its own funds, should be forwarded directly to National Headquarters but with a note of approval by a member of the Committee. Payment will be made directly to the person or firm which performed the service.

Allowable items include the telephone answering service, printing of materials for attendee packages, publicity printing, mailing labor needed for the preparation of attendee packages, and so on. AIAA will supply all copies of the handbook, "Job-Hunting - Seven Steps to Success."

Such costs as committee travel or meals are not recoverable. The program depends heavily on volunteer help, and payments are not made to either committee or instructors for travel, meals, or services.

APPENDIX E/WORKSHOP ARTICLE

DOL Contract Shifts AIAA Employment Workshops Into High Gear

Geof Potter
AIAA Administrator, Member Services

Under a Department of Labor contract, the AIAA has extended its Employment Workshop Program to 36 areas of the country identified as needing it. The DOL contract now totals just under $154,000.

The AIAA contract has two parts. The first, which went into effect September 1, 1970, covers Boston, Philadelphia, Huntsville, Dallas-Ft. Worth, and Seattle. This part includes a detailed statistical analysis to be available next summer. The analysis will indicate, as best as possible, just how much help the workshops have been in assisting professionals to obtain meaningful employment.

The major part of the contract, which became effective November 1, covers the rest of the country, including workshops already underway with AIAA funds. A portion of the money made available by DOL was generously contributed by NASA. The contract expires Aug. 31, 1971.

Workshops are now underway in Baltimore, Boston, Columbus, Dallas-Ft. Worth, Huntsville, Long Island, Los Angeles area (three), Minneapolis, Orange County, Philadelphia, San Francisco, Seattle, Vandenburg AFB, and Wichita. Starting very soon—in fact, during this month—others will be added in Atlanta, Buffalo, Detroit, Hartford, Princeton, Sacramento, San Bernardino, Tampa, Tulsa, and Washington, D.C. Workshops scheduled for coming months will cover Cape Canaveral, Cleveland, Houston, Las Cruces, Milwaukee, Phoenix, Salt Lake City, and Tucson.

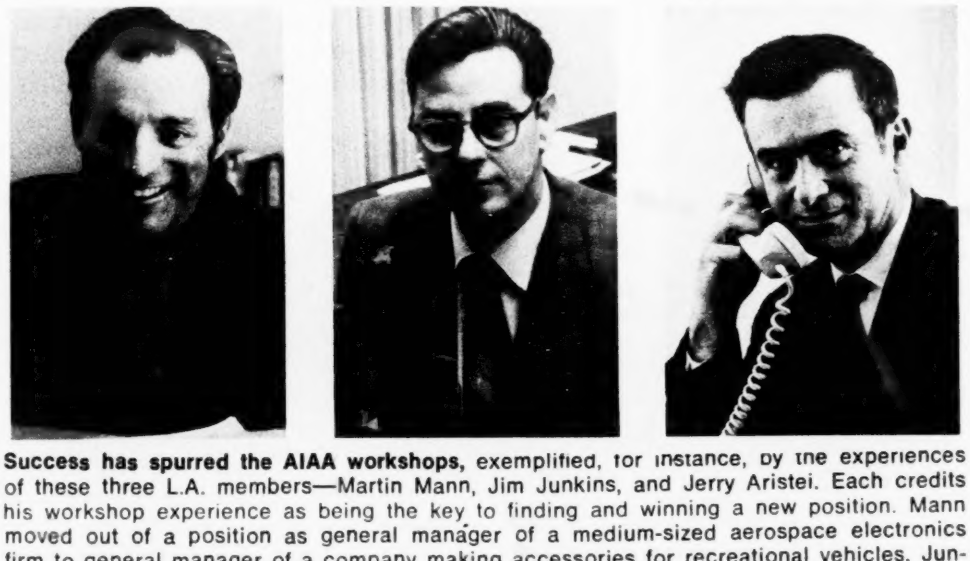
Contacting the Workshops

The list at the right gives telephone numbers through which reservations for various workshops can be made. Reservations must be made for attendance at the workshops, many of which are booked heavily in advance.

WORKSHOP RESERVATION TELEPHONES

Baltimore	(301) 539-1000
Columbus	(614) 263-1821
Dallas	(214) 261-1426
Huntsville	(205) 539-2101
Long Island	(212) 581-4300
Los Angeles	(213) 322-5746
Orange County	(714) 543-5552
Philadelphia	(215) 839-0191
San Fernando Valley	(213) 322-5746
San Francisco	(415) 327-9300
San Gabriel Valley	(213) 331-6347
Seattle	(206) 622-0600
Vandenberg AFB	(805) 866-4505
Wichita	(316) 265-2465

Note: Numbers for several workshops had not been received as of press time. Contact Geof Potter of AIAA Headquarters, Norman Hill at the L.A. office, or the local AIAA Section for these.



Mann Junkins Aristei

Success has spurred the AIAA workshops, exemplified, for instance, by the experiences of these three L.A. members—Martin Mann, Jim Junkins, and Jerry Aristei. Each credits his workshop experience as being the key to finding and winning a new position. Mann moved out of a position as general manager of a medium-sized aerospace electronics firm to general manager of a company making accessories for recreational vehicles. Junkins moved laterally from one aerospace R&D organization to another. Aristei moved up in going from one large, diversified aerospace company to another. By summer the AIAA will have a systematic analysis of the results of the first five workshops. Right now, the testimony of men like these (see box on page 73) has motivated the workshops around the country (see map). (Frank Page of the L.A. Section kindly took the photos of Junkins and Mann; Bill James Photography, the one of Aristei.)

The first workshop took place in March 1970 in Los Angeles (see the June 1970 *A/A*, page 74). They have been running there ever since. Initially, the Institute ran two workshops at a time in L.A. to meet the tremendous need there, and later added them in the San Fernando and San Gabriel valleys to make this service more accessible. The workshops in Orange County and Vandenburg followed in the spring, and the Long Island one in August. The rest have been underway since this past fall.

Everybody asks, "How successful have these workshops been?" The analysis associated with the first part of the contract will give a facts-and-figures answer. In the meantime, we think part of it can be inferred from the demand.

How the Workshops Started

Let's go back to the beginning. About a year ago, some AIAA members in Washington were talking about the unemployment problem in

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aerospace. They decided that their professional society ought to try to do something about it. They called upon Fred Bagby, AIAA VP-Section Affairs, to survey the situation and make recommendations for ways that AIAA could help. He and AIAA staff members did this right away by telephoning about half the AIAA Sections. Their survey revealed serious unemployment problems, the worst in Southern California, where it was estimated that some 5000-6000 were out of work in the Greater Los Angeles area alone. The Institute therefore concentrated its initial efforts there.

It had become plain over a period of time that very many aerospace professionals had little idea of how to go about getting a job in a highly competitive market. That was understandable. Nearly all had been recruited directly out of college, and the demand for their services over the past 20 years had been so great they had never been put to a systematic search for employment. They chiefly moved from one aerospace company to another as the contracts moved, aided by active recruiting campaigns. This pattern of transiency now haunts many older professionals, who find that they have built up no benefits anywhere. But that's another problem, and AIAA is actively pursuing one approach to its solution, portable benefits, as reported by J. J. Harford in the December *A/A*, page 73.

Emulating Thursday 13

After investigating various ways in which job-seeking assistance could be given, it was decided to follow the general format of a Los Angeles-based organization called Thursday 13, which had been in operation for some 16 years. Thursday 13 cooperated to the fullest possible extent, allowing AIAA to use its material, its counselors, and its system. The Forty-Plus Club of Los Angeles also cooperated. Without the assistance of these two fine self-help organizations, the AIAA program would have been long delayed in getting off the ground. At any rate, the workshops started in Los Angeles in March 1970.

What Members Say About Workshop

JUST COMPLETED A WORKSHOP

"I intend following your recommended approach. My résumé was too cumbersome. Group therapy great."

"Emphasis of salesmanship rather than sit back on work experience is extremely helpful."

"Received good hints on résumé writing and taking interviews. Also obtained leads on potential jobs."

"Changed my attitude toward the seriousness of job situation. Realized my tactics for locating employment would have been all wrong."

"I learned about other disciplines besides aerospace and possible job opportunities in other fields."

"I consider myself closer to 'that job' because of what I learned about résumés, cover letters, and interviewing."

"I have gained a new approach and have also learned of other people's problems, techniques, and solutions. One thing for sure —I'm all fired up now!"

"I feel I have been doing many things wrong in my job hunting; and as of these sessions, I feel my opportunities for employment will improve."

EMPLOYED SINCE WORKSHOP

"Who to contact was the key factor. I received three job offers in a period of four weeks using your methods."

"Using my old interviewing techniques I probably would still be unemployed. The workshops taught me how to conduct an interview."

"The workshop was a very key factor, especially the session regarding the job interview."

"The workshop was a factor, especially in strengthening my résumé."

"The workshop helped by giving me an organized approach to the situation with suggested techniques. The third session of role-playing during interview was most valuable."

"The workshop was definitely a factor. I learned to recognize signals from the interviewer, responses, etc. I have switched from design to manufacturing, and discovered a bonanza for someone willing to work a little harder, longer."

"I found another job in another field in current company. The workshop gave me confidence and enabled me to control the interview."

"Procedures most helpful. Follow-up letter after interview helped gain position sought by 70 applicants. I can apply only a small portion of my aerospace experience, but there is possible application of computer utilization."

"Associations helped me develop strategy for overcoming competition."

"I attended the three sessions, and I assisted as a counselor in later workshops. The training I received contributed decisively to my finding a new position quickly. My interview followed a few days after session No. 3. I believe that the techniques presented not only got me the position, but also resulted in an excellent salary offer."

The first evening gave us one of our very bad moments. Because a story had run in *The Los Angeles Times* without the vital information that reservations were necessary, more than 300 people above and beyond those accepted for the workshop appeared at the Airport Marina Hotel, where the session was to be held. An understandably angry and unpleasant situation rapidly developed when they found they couldn't attend. Many had driven as far as 100 mi. for the session. The problem was eventually worked out and the workshops started under the watchful eye of CBS Television, which taped portions of it and the next session for broadcast on network TV. A valuable lesson was learned, the program was launched with a great deal of excellent publicity despite the snafu, and there hasn't been a serious hitch since.

Subsequently, the materials have been refined and pointed more directly toward engineering. The counseling techniques have been honed, and operational procedures have been streamlined so that now it is possible to organize a workshop, train counselors, and get it underway in less than a month. The normal lead time from organization to first workshop, though, seems to work out best at about 35 days.

The AIAA Los Angeles Section, aided by the Southern California Technical Personnel Committee and L.A. staff, carried on the Southern California workshops. These early efforts were funded entirely by the Institute, and nearly all of the burden was borne by the Los Angeles Section. The New York Section was later to fund the Long Island activity, and the Institute received some contributions from individual members to carry on the workshop activity. But it became very obvious that the problem was far greater than could be handled by AIAA's own funds.

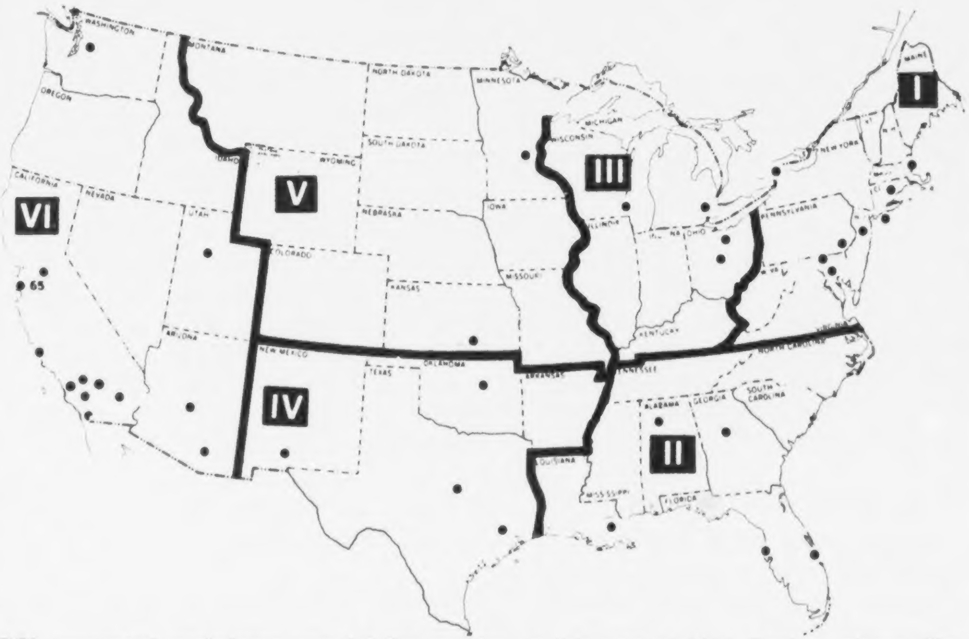
New Funds Sought

The Institute began to look for funding from various organizations. In April another survey had been conducted, this one by direct contact with 48 important industrial aerospace employers. The survey revealed that, during the previous 15 months, some 22,000 professionals had been laid off and that in the next six months another 16,000 probably would go. This estimate of about 38,000 in toto has since turned out to be conservative.

DOL Issues the Contracts

Armed with these figures and files of stories from all over the country about the problems of unemployed engineers, AIAA staff members, led by President Roy Smelt, made the rounds to foundations and various governmental organizations. Several proposals were made but failed. Finally, during the summer, a proposal for five cities was submitted to the Department of Labor. As mentioned earlier, DOL gave the Institute a contract for $22,890 to put on those workshops and later added funds to conduct a detailed analysis for determining the effectiveness of them.

The employment situation, in the meantime, kept getting worse; and as publicity on the workshops spread, other areas became more insistent that they needed workshop activity also. AIAA then made another proposal to DOL, asking for funding to expand the program. On November 1 that contract became a reality, and launched the program described in the opening paragraphs.



DOL-supported workshops now dot the country, as this map of AIAA Regions shows. The workshops have already served over 4000 unemployed engineers and scientists.

How a Workshop Works

For those who don't know what happens during an AIAA Employment Workshop, let me review a typical one.

About 125 registrants attend three 2-4-hr sessions spaced one week apart. During the first session, each attendee briefly describes his professional background and tells his unemployment experiences. Many are bitter, frustrated, depressed—often in a state of hopelessness. Many feel they have been persecuted and badly let down by an industry they gave their all to. It isn't far into the first session before they find out that many other talented, well-educated, and experienced people are in the same boat, facing the same problems and feeling the same way about it. Generally, this marks the turnaround for sagging morale.

During that first evening, the attendees are shown how to cope better with their limited finances and how to organize a systematic job-hunting campaign. They are taught how to find sources of employment inside and outside the aerospace industry, and how best to approach those sources. Lastly, they are told how we feel a resume and broadcast letter should be prepared, and are asked to return the following week with new resume and letter.

Thorough Briefing Important

The following week most return. (A few always drop out because they think now that they have the information, they can do it; we have found that this is highly unlikely.) Those who come back rarely have mastered the new techniques because they are fundamentally different from what most of us ever learned. During that evening, every man's letter and resume are gone over with a fine-tooth comb, and few attendees leave the second session without an example of each.

At the third session, interview techniques are explored and salary negotiations discussed at length. Then each attendee goes through a role-playing session with the counselor or another attendee. Here the attendee sets the stage for the interview, and then a mock interview is played out, later to be critiqued by his fellow attendees.

Each session includes introductory remarks for the entire group. This then divides into smaller groups—six or eight persons to a trained counselor, in separate rooms. Each week the attendees go to different counselors, and hopefully sit with different attendees. We have found that during the sessions in which the counselor does his best to see to it that everybody contributes to the discussion and the solution of problems, each man has eventually milked everyone else at the table dry. So it is far better the next week to go to entirely different people and plow new ground to come up with new ideas, fresh approaches, and different techniques based on the experience of new people.

It should be obvious that the counselors are critically important. All of them are volunteers, all of them are dedicated, all of them go through an intensive 8-hr training session, and, if they continue over a period of many months, all take refresher training courses and share with each other new techniques and ideas.

Workshops Have Served 4000

To date, more than 4000 professionals have gone through AIAA's workshops. More than 600 counselors have given their time. Some have given up one night a week every week since last March to participate.

What success have we had? First of all, the reaction has been excellent. Every attendee has filled out an informal rating card. Most have indicated that they found workshops either very good or excellent, and that they have been greatly helped by the experience.

A Turnaround Program

Second, most of the people who come to the workshops feel very depressed and hopeless. Many have given up even bothering to look for the kind of work for which they invested heavily in education and experience. Too many of them have decided there isn't a chance in the world that they will find work they want. They feel they must go ahead and try to grow watermelons, drive cabs, sell mortuary plots, work on construction projects, or take part-time jobs—work that means little in terms of their previous commitments.

The workshop turns most of the participants around. They charge up, take new stock of themselves, and come out determined to get themselves going professionally again.

Cynics have said, "Well, that's nothing but group therapy." It may be, but it works!

Formal Evaluation by Summer

It will be summer before we have really hard figures on the post-workshop experience of participants. Already we do have a large file of letters from members who have told us that they have gotten work and give credit for this wholly or in part to the workshop experience. Excerpts from a few of them appear in the box on page 73.

Locating Jobs One Target

The workshops are just a start. The next problem is to help our members actually locate jobs. Already we are investigating the feasibility of retraining, but who is going to do it and how? The answer to this one won't be as easy. We know lots of jobs are available. Identifying them is a further problem, but we are confident we will find a system whereby those jobs for which our members are so eminently qualified will become more easily identified and the proper people can be pointed toward them.

Another, Professional Referral

As one step in this direction, just recently the Institute opened a Professional Referral Service for members only. It matches the qualifications of a member with job specifications set forth by employers in and out of the aerospace industry. It has taken a little while to get this program off the ground because of the necessity to create a bank of available professionals and develop a steady flow of openings against which our members can be matched. But the program is building and is becoming more effective.

The Department of Labor, moreover is rapidly expanding a computerized operation through which professionals will be able to match their qualifications to openings DOL has been told about. And NSPE is operating a National Registry for unemployed engineers for DOL out of Sacramento, California—a service separate from DOL's job bank.

In short, we have taken many steps together on the comeback trail.

Geof Potter
AIAA Administrator,
Member Services

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ASTRONAUTICS

3100 Chester Avenue
Cleveland, Ohio 4 114

IMPORTANT NEWS FOR PROFESSIONAL ENGINEERS AND SCIENTISTS

ARE YOU UNEMPLOYED NOW OR EXPECT TO BE SOON? Make sure you attend the AIAA Workshop for Professional Employment. The first session of the three-part Workshop will be held simultaneously in Akron and Cleveland on January 29, 1971 from 7:00 - 10:00 p.m. The locations are:

Akron	Cleveland
The First Congregational Church 292 East Market Street Akron, Ohio 44308	Cleveland Engineering Society 3100 Chester Avenue Cleveland, Ohio 44114

AIAA, in cooperation with the U. S. Department of Labor, is offering - free of charge - a series of Workshops for Professional Employment. THE OBJECTIVE: to assist professionals in engineering and science to prepare themselves for obtaining new and rewarding employment.

To conduct the program, we have enlisted specially-trained volunteer counselors to acquaint you with the effective methods of conducting a personal job search. These techniques will be covered in a series of three evening workshop sessions scheduled from 7:00 - 10:00 p.m. on Fridays - January 29, February 5, and 12, 1971. (Additional 3-session workshops will be offered if demand warrants them.) This program, tailored to the needs of the professional in today's society, has been received with enthusiasm in Los Angeles, New York, and Philadelphia.

Changing jobs is rarely an enjoyable experience, but neither is it unique. The problems and frustrations have been shared by others. In order that participants may benefit from the experiences of others and share in the discussions, the workshops will be organized in small groups. Reference materials will be provided to all attendees.

The Workshops for Professional Employment are open to all engineers and scientists in the greater Akron-Cleveland area, BUT - due to limited space - ADVANCE REGISTRATION IS NECESSARY. Call today or mail in the attached form.

CALL: Akron - 253-8138 Cleveland - 432-3100

Assisting in workshops are:

Akron:
1) Akron District of Professional Engineers
2) Akron Council of Engineering & Scientific Societies.

Cleveland:
1) The Cleveland State University, Division of Continuing Education.
2) The Cleveland Engineering Society.

RESERVATION FORM

return to:

AIAA
3100 Chester Avenue
Cleveland, Ohio 44114

Name: ______________________________

Address: ______________________________

City ______________ State ______________ Zip ________

Phone No: ______________

Are you employed? ☐ yes ☐ no

Workshop choice: ☐ Cleveland ☐ Akron

The contents of these successive Workshops cover:

SESSION 1 - INTRODUCTION TO CAREER PLANNING AND JOB FINDING

Planning your search ... Confidence Factor ... Know Yourself and Objectives ... Finances and Budgets ... Researching Company Prospects ... Library Information ... Sources of Employment (Employment Agencies, Executive Recruiters, "Job Counselors") ... Launching the Program.

SESSION 11 - PREPARING PERSONAL SALES MATERIALS

Letters: Approach, Addressing, Mailing, Shot-gun versus Tailored ... Resumes: Length, Objectives, Content, Format, Reproduction.

SESSION 111 - INTERVIEWING STRATEGIES AND TECHNIQUES

Types of Interview: Screening, Group, etc ... Preparation, General ... Company Research ... Typical Interview Questions ... Talking Versus Listening ... Interview Kit ... Personal References ... Problem Solving for the Company ... Salary Negotiations ... Interview Followup ... Thank You Letter ... Call Backs.

AIAA
WORKSHOP
for
PROFESSIONAL
EMPLOYMENT

FRIDAY,
JANUARY 29, 1971
FEBRUARY 5, 1971
FEBRUARY 12, 1971

AMERICAN
INSTITUTE OF
AERONAUTICS AND
ASTRONAUTICS
3100 CHESTER AVENUE
CLEVELAND, OHIO 44114

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LOS ANGELES SECTION
AMERICAN
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AERONAUTICS AND
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SUITE 800
9841 AIRPORT BLVD.
LOS ANGELES, CA 90045
AREA CODE 213
670-0684

ENGINEERS, SCIENTISTS AND AEROSPACE PROFESSIONALS

As a continuing service to its members, the Los Angeles Section of AIAA is extending its Workshop for Professional Employment to evening sessions in the San Fernando Valley in the immediate future.

The Workshops have been held previously in the South Bay area in the evenings and in the Valley during the day. Our new EVENING Valley Workshops will be held at:

Granada Hills High School
10535 Zelzah Avenue
Granada Hills, California 91344

The first Workshop will begin Tuesday, November 3, 1970, and will continue on November 10 and 17. The number of attendees at each three part Workshop is limited, so early reservations are encouraged. You will be mailed confirmation of your reservation at this Workshop, or informed of your place on the waiting list for future Workshops to follow in the San Fernando Valley.

Please call the special reservation number (do not call AIAA):

EVENING VALLEY WORKSHOP
(213) 322-5746

These Workshops are designed to assist the aerospace professional conduct an effective job search campaign. They comprise three evening sessions on successive nights. Each session is three hours in duration. Individual Workshops are conducted in small groups with a trained instructor. The entire program is offered free of charge both to AIAA members and to non-members, as a service to the community and to the aerospace professional.

The contents of these successive Workshops cover:

SESSION I ... INTRODUCTION TO CAREER PLANNING AND JOB FINDING

Planning Your Search... Confidence Factor...Know Yourself and Objectives...Finances and Budgets...Researching Company Prospects...Library Information...Sources of Employment (Employment Agencies, Executive Recruiters, "Job Counselors")...Launching the Program.

SESSION II ... PREPARING PERSONAL SALES MATERIALS

Letters: Approach, Addressing, Mailing, Shot-gun versus Tailored...Resumes: Length, Objectives, Content, Format, Reproduction.

SESSION III ... INTERVIEWING STRATEGIES AND TECHNIQUES

Types of Interviews...General Preparation...Salary Negotiations...Company Research...

News

AMERICAN
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NEW YORK, N.Y. 10019
AREA CODE 212
581-4300

FROM: ALFRED G. KILDOW

FOR IMMEDIATE RELEASE:
March 10, 1970
New York, New York

CONTACT: Robert T. Diehl
213-354-6811
or
Norman C. Hill
213-670-6651

UNEMPLOYED AEROSPACE ENGINEERS TO GET ADVICE ON JOB HUNTING

Southern California engineers, many of whom face layoffs as budget cuts eliminate their jobs, will be counseled soon in the techniques of job hunting.

The American Institute of Aeronautics and Astronautics announced today it plans a series of job counseling workshops, initially in Southern California and then at other locations, where extensive aerospace layoffs are anticipated.

The first session of the three-part workshop takes place March 18, at 7 p.m. in the Savoy Room of the Airport Marina Hotel in Westchester.

"We are doing this because so many engineers we know are naive about getting a job and negotiating for a salary," said Robert T. Diehl, chairman of a committee that is arranging for the briefings.

The committee is an arm of the Los Angeles Section of the AIAA, a

-more-professional society to which many of the engineers belong. Aerospace engineers need not be members of the AIAA to attend.

Job hunting is a new activity for most aerospace engineers, Diehl notes. Most were recruited by aerospace companies right out of college and have been sought after ever since.

"And they have been so caught up in the excitement of their work--the lunar landings, jumbo jets, and the like--that they have neglected to learn about the techniques of job hunting."

The workshops will draw heavily on experience gained by two employment counseling organizations, Thursday 13 and Forty Plus, both in Los Angeles. In addition, personnel executives and counselors from aerospace companies and other business concerns will be on hand to assist.

The objective of the workshop is to improve the ability of aerospace engineers to compete in the job market--improve them intellectually and emotionally.

Among the subjects to be covered in the workshop are:

--The job market and the individual.

--How to land the opportunity.

--The resume.

--Sleuthing the opportunities.

--The interview.

--How to negotiate salary.

Registration information is available at 213-322-5746.

-#-

AMERICAN
INSTITUTE OF
AERONAUTICS AND
ASTRONAUTICS

3100 Chester Ave.
Cleveland, Ohio

For further information:

Chet Lasell
Public Relations Coordinator
(216) 379-2663

FOR IMMEDIATE RELEASE

WORKSHOP SCHEDULED HERE TO AID UNEMPLOYED AEROSPACE ENGINEERS

AKRON -- Unemployed aerospace engineers and scientists from the Greater Akron area will be offered help in finding employment through a free, three-session workshop to be started here late in January.

The job seminar, sponsored by the Cleveland-Akron Section of the American Institute of Aeronautics and Astronautics (AIAA), will be held in The First Congregational Church, 292 East Market Street, from 7 to 10 p.m. on three Friday evenings, January 29, February 5, and February 12.

Herbert Q. Bair, chairman of the Akron area workshop, pointed out that, while the aerospace layoffs on the West Coast have received considerable publicity, the significant number of unemployed aerospace engineers and scientists in the Akron area have received little public attention.

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"We want to help jobless engineers and scientists who have been unable to find new aerospace jobs and who have had trouble seeking employment outside the industry," he said. "Job seminars, similar to the one we are offering, have been very successful on the West Coast."

Bair emphasized that the workshop will be limited to 150 participants and that admission is by reservation only. Reservations can be made by calling 253-8138 in Akron. The workshop participants will be organized into small groups to help them benefit more effectively from the experiences of others who are seeking work.

Specially trained volunteer counselors have been enlisted to conduct the workshop, designed to acquaint participants with the most effective means of conducting a personal job search. Additional counselors are needed and those interested should call 253-8138.

The first workshop session will offer an introduction to career planning and job finding. The second session will cover the preparation of personal sales materials, including letters and resumes, and the third will feature successful interviewing strategies and techniques.

The AIAA is conducting the Akron workshop in cooperation with the U.S. Department of Labor and with the assistance of the Akron District Society of Professional Engineers and the Akron Council of Engineering & Scientific Societies.

Bair, a mechanical engineer who is technical representative for the continuing education division of Cleveland State University,

--more--

said a similar workshop will be held at the Cleveland Engineering Society, 3100 Chester avenue, on the evenings of Jan.29, Feb.5 and Feb.12 for unemployed aerospace engineers and scientists from the Greater Cleveland area. Those interested in taking part in that AIAA job seminar should call 432-3100 in Cleveland between 8 a.m. and 10 p.m.

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*** The Ohio Bureau of Employment Services offices in Akron and Canton may be contacted for further information.

APPENDIX I/INTRODUCTORY REMARKS

FIRST SESSION INTRODUCTION

Welcome to the AIAA Workshops on Professional Employment and congratulations on facing up to a difficult problem.

Just before we begin, who are the AIAA members.....,IEEE members....,ASME.....,other societies......, how many don't belong to any society?

These workshops started about a year ago when it became obvious that engineers in Southern California were in desperate trouble. Those first workshops in Los Angeles and a few others around the country were operated entirely from AIAA funds. This fall the Dept. of Labor and NASA supplied additional funds to expand the workshops to additional cities.

There is no accurate count on the number of professionals who are out of work, but an AIAA survey estimated that in the last 20 months, more than 40,000 have been laid off.

Each workshop consists of three sessions:

The first session is a general one and launches your program.

The second session is devoted to resumes and broadcast letters.

The third session practices interview strategies and techniques.

You must come to all three sessions. We are guided by comments from previous attendees and found that you short change yourself unless you attend all three.

Each session starts with a short general meeting, such as this one, and then breaks up into the actual workshops groups of 6-8 people per group. Each group operates in a separate area with its own counselor. Do not pick the same counselors or groups of people during following weeks.

There is going to be homework. We have found that looking for a job is a full time job. Homework is required for the second and third sessions:

Second session: New resume and broadcast letter

Third session: Interview kit plus preparation for an interview

These workshops are based on several ideas:

(1) They are an effort to offer tools and techniques so that you will be better prepared in your job search.

(2) The aerospace industry will not peak again, in the immediate future. You must give consideration to finding something outside of aerospace, even though there is a little action in aerospace.

(3) This information is the result of many workshops. There is no sure way to get a job, just as there is no one best way to write a resume. The uncertainties in this situation are going to bother you, but you must realize that is part of the problem. From a study of the comments on these workshops, there appears to be a tendency for engineers to want to operate according to "cookbook" principles. There is no formula to tell how many words should be in a resume, none to tell how many letters to send out. These formulas do not exist.

(4) Getting a job is a selling proposition, which brings us to the crux of this matter, for it has been stated that the dirtiest four letter word to an engineer is SELL.

If you accept this as a selling problem and not an engineering one, you will then see why formulas don't work; selling is basically an art. Still, as an artform, it does have certain constraints. What we are trying to do is to try to sell a prospective employer on how you can be of value to him. How can you help him? This is going to be our theme and variation.

One of the reasons for the frustrations in this task is that there is little or no feedback. In addition, the statistics are discouraging; it may take 100 letters just to get 2 or 3 positive responses. Companies or people will not usually tell you why they haven't hired you - so if you have been getting interviews and then "bombing" out, you may get a slant on how to improve. Come to the third session of the workshop to learn about interview techniques. The more common problem in today's market is getting the interview and we are going to discuss techniques for doing this.

Notice the constant reference to today's market. This is in direct contrast to a few years ago. It had been possible for many to have gotten out of school and to have been recruited into a job, right off the campus. From there, and until today it was not necessary to look for jobs - they came looking for you.

Today we are in a highly competitive and depressed market and the old rules no longer hold. You are going to have to learn the techniques of selling yourself.

It may seem crude, but the techniques required are very similar to those techniques that each of you used when considering the selection of a component part. (For this illustration, a component part is a single item such as a pump, integrated circuit, a gear, etc.) You set up a series of specs that defined the part you were seeking and then looked at catalogues to determine if one existed that would suit your requirements. Here is where the trade-offs occured for you had a schedule to adhere to, a job to do and even a price to meet. Now what happened when you found a part that met most of your specs, but didn't have sufficient information for you to determine whether it would meet all of your specs? You called the manufacturer!

That is the same idea that we suggest you use in your job search. You tell a prospective employer enough to whet his appetite, and to suggest that you can be of value to him, but give him little more than your telephone number. This is done with a broadcast letter.

This is one of the mechanisms for helping you lose your aerospace label. In parallel with the broadcast letter, you are to redo your resume, but this time in functional form; this describes your accomplishments in terms of functions such as engineering, management, production control, etc. Details about both these items will be supplied by your counselors and examples are shown in the blue booklet.

That was a brief outline of what we hope to accomplish at these workshops.

Working through your counselors, during the various sessions, you will develop the techniques for writing a broadcast letter, rewriting your resume in functional form learning where to look for companies that might be interested in you, and when you finally do get the interview, using techniques which will help you get the offer.

You should come out of these workshops with a plan for yourself. In order to fully develop that plan, you must come to all three sessions and you must do your homework for the second and third sessions. For the second session, you must bring in 8 copies of your broadcast letter and new resume.

For the third session, you must bring in an interview kit and be prepared to go through an interview. And as a guide throughout all sessions, study booklet, "The Seven Steps to Success."

Do not sit with the same counselor or people at these various sessions. You get your best exposure by changing from session to session.

It is also advisable to separate from your friends, because you will get a more objective evaluation that way. And since many things will be said here of a confidential nature, this material gets labeled "Top Secret" and does not leave this area.

In the course of looking for jobs, you may come upon some that are not for you but that are still very interesting for someone right here in this room. Don't discard these jobs, but write them on the little job cards that you will be furnished. They will be posted on the job board. Look at them during the next two sessions and thereafter.

This evening we have ________________________ from the Employment Service, who will discuss the job market in this area.

May I present ____.

The counselors here have volunteered their services and come from ______________________

SECOND SESSION INTRODUCTION

Good evening, and welcome back to the second session of our workshop. Did you all bring samples of your letters and resumes for constructive criticisms?

I thought you might be interested in some information that one of our other workshops developed about people attending. We've found that our workshops groups, regardless of where they are throughout the country, tend to be very much the same. This was a group in Seattle. A little over a third were AIAA members. 54.5% were more than 44 years old. 54.8% had more than a B. S. degree, that includes extra study toward a Masters Degree but not necessarily the achievement of it. 60.9% of the unemployed attendees had been out of work more than 6 months. The average last salary of the unemployed was $15,345.71. It ranged up to as high as $30,000.

We must stress again the need for accepting the fact that this job campaign is a sales proposition. You've all done selling many times though, probably, like me, you haven't considered it to be so. Many people have said that they felt the techniques we suggested were fine for executives but not for engineers. The techniques of getting a job are the same, regardless of what the job is. Those that work for engineers and scientists will work for executives and salesmen and vice versa.

There is no one best way. There is no absolute cookbook recipe we can give you. What we're trying to do is to point out the methods that seem to work best in today's market. You've got to do the job and it's not an easy one and it can only be done by you. Be persistent!

Tonight's session is devoted to letters and resumes. Your resume is a formal organization of your accomplishments. It is going to be your foremost selling tool. You must build it yourself. It is not an autobiography, an application for security clearance, or a compendium of personal information.

Remember that the employer you'll approach wants you to solve his problems and that's all. What you want is to obtain an interview where you can sell yourself to him on the basis of what you can do for him. People don't hire resumes or the letters that we suggest you send. They hire people after interviews. Bear in mind throughout your campaign how the deselection process works and do your best to avoid being caught in it.

Next week is the interview and salary negotiation session. We'd like you to bring a final copy of your resume and letter and to construct an interview kit. We're going to be doing role playing and you'll be interviewed, each of you. Some of you will even be asked to be interviewers because it's helpful to understand the employer's point of view, too. We will ask you, the applicant, to set the stage - what company are you being interviewed by, who is the interviewer and what job you are seeking. Bring in an advertisement for a particular position or a description of the company and its products to help make the interview more realistic and beneficial to you.

Several thousand people have gone through these workshops now and the second and third sessions have consistently been rated the highest, with the third session possibly holding a slight edge.

Remember, the more prepared you can be for next week; the more help it will be for you and the others, too. We hope this evening, after the session is over, you will stay until you are satisfied with what you have, that each and everyone of you will feel that he has a really greatly improved letter and resume, ones that will enhance the probabilities of your landing the job you want to have. I'd like to turn the meeting over now to _______________, who will give you your room assignments.

THIRD SESSION INTRODUCTION

Welcome back for our last session of the workshop. This is the one that more people seem to have felt was the most valuable of all three. Tonight, we're going to do interviewing techniques and strategies and discuss salary negotiations. However, we have found that some of the old ideas die hard. Here are some of them:

1. Generating a resume that doesn't show a chronological arrangement of dates.
2. Not using a resume, but a broadcast letter instead -- "Couldn't we use a broadcast letter AND a resume?"
3. The tendency to cookbook solutions: "Tell me what to do and I'll do it" and its corollary, "I have followed your advice and nothing happened - now what do I do?" If this is the way you feel, then the message didn't get across. We are here to try to show techniques that can be useful and that have been successful, in this period; it is up to you to develop these tools in a manner that best fits your own individual case,
4. There seems to be an indication that some of you have not read the material furnished. Unless you do so, you will not understand nor will you see illustrations of the techniques discussed. One of the ways of learning about broadcast letters and resumes is to study the booklets. Also, read the Carl Boll book.
5. There also seems to be a feeling that finding a job can be relegated to a few spare moments. This used to be the case. Today, you must crank out large volumes

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of material to get results. If you want results, you can't give up.

The very act of turning out large volumes of letters has raised all sorts of questions and in some instances, it sounded to me as if this was going to be too difficult and so was not going to be done. This comes about because of an apparent incongruity between the fact that large volumes of letters are required to achieve results and the statement somewhere that all letters should be individually typed. And so you throw up your hands and say that nothing would be done.

Well you are going to have to become familiar with duplicating services, and/or secretarial services in order to get those letters done. You can't take all this information literally; the important part is to get your communications completed.

There are duplicating services that can print hundreds of copies of a master that you have typed (or had typed for you). If you leave out the name and address from these duplications, then you can insert them at a later date provided you use the same typewriter. This comes close to doing a perfect job, but it is detectable. Thus when you come across the few special occasions which are very important, treat them that way - have special letters typed.

You have been very imaginative in solving technical problems - you must use that same imagination in solving your own problem. Don't hem yourself in with narrow ideas.

Maybe we spoiled it by using the world Sell. It's just a matter of terminology and if the word were changed to Convince, perhaps you will feel better. You are trying to convince a potential employer that you can be of value to him. You must try to put yourself in the place of the employer who has a job to fill and try to visualize how he will go about his selection. HE IS LOOKING FOR THE PERSON WHO CAN HELP HIM IN HIS WORK AND HELP SOLVE HIS PROBLEMS.

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Somehow, you have to convince him that you are that person, and the resume that states: "I was responsible for six people" or "I worked in the ____________Department" doesn't create the same image or excitement as something that states: "Saved $50,000 on a project" or "Designed new product that increased company sales" or whatever YOU did. And don't think this comes overnight. You have to polish and repolish your letters and resumes until they do the type of job that you want them to do. One of the functions of these Workshops is to offer you a sounding board for your resumes and letters; the counselors and other attendees will offer you an evaluation on what your resume sounds like and suggest how to polish it.

Back to tonight's session. It's been said that if you spent X hours researching a prospective employer before writing to him, it will take you two to four X hours doing a proper research job on that employer in order to be prepared for a good interview.

Remember, there are a great many qualified candidates for nearly every opening. The employer is going to come up with a good man if he hires any one of a number of people. So, it is incumbent on you to do everything possible to see that you're the man who can do the most for him. To do this, you're going to have to sell him on what you can do for him and on how you can help his company.

There's a pitfall in that, though. You have to be careful that you don't presume to easily solve problems for him that he and his company haven't been able to, and you certainly don't want to make the interviewer feel as though, if you were to come to work for that company, he'd end up working for you. If he thinks that and is the one who makes the decision on whether to hire you or not, there's not much speculation as to whether you'll get the job.

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Stick to business unless he wants to talk about other things. Know as much about his company and, if possible, the job that he is talking about as you can;so that you can continually bring your knowledge, experience, and training to bear on his company, the job, and their problems. Anticipate and be ready for the difficult questions that he surely will ask. You're going to cover those tonight. Take the hard questions and turn them to your advantage. You'll learn some of those techniques here, tonight.

Also, you will find that often you can lead the interview. You'll be able to direct it continuously towards selling what you can do for the employer and showing by examples how you can do it. Under no circumstances should you monopolize the conversation; be a good listener. If possible, direct his conversation in a way that will tell you the things you need to know.

Avoid salary discussions until he's ready to make you an offer, if at all possible. There are many ways of doing this and you'll learn them tonight. Once in a while, it won't be possible but most often it is with the kind of jobs you're going to be looking for. You may be flexible about your salary and you certainly don't want to price yourself out by asking too high a salary or quoting too low a salary when he is prepared to pay more.

An interviewer is never going to tell you the mistakes you made in the interview and, rarely, is he going to tell you why he didn't hire you. At the role-playing portion of tonight's session, you are going to be told the mistakes you make and the things you do or say that might cause an employer not to hire you. Don't get bruised feelings about it because it may save you from making a fatal mistake later. One employer did get frustrated with an aerospace engineer one time. The engineer had been making $20,000 when he was working, but that was a year before. He applied to the local telephone company for an engineering job, and got the offer. The salary was $16,000 and the engineer with more than some annoyance turned it down, saying, that the company was asking him to take a $4,000 salary cut. The employer, for once, let him have it. "You've got it all wrong," he said, "I'm offering you a $16,000 raise."

Go for the offer, not the job. If the employer is one you want to work for, on rare occasions he'll create a job for you; on other occasions, you get the job he offers and, with your qualifications, you'll soon have the job you want.

Above all, followup the same day as the interview. Write a short note to the interviewer thanking him, re-affirming your interest and, perhaps, bringing up some matter that bears on the job that you either forgot or would have liked to have expanded on a little bit. Surprisingly, employers tell us that; at best, one or two out of a hundred will extend this simple courtesy. It could get you that job. Plenty of employers have told us, that with a large number of qualified candidates, the one who followed up was the one whom they hired.

At the end of this evening's session, we have a one page questionnaire that we'd very much appreciate your filling in and returning to your counselor. You don't have to sign your name if you don't want to but we'd like to know what you think of the workshop and we'd like to create a little statistical information about the people who've gone through it and their evaluation of it. Good luck.

COUNSELOR TRAINING CRITIQUE WORKSHOP FOR PROFESSIONAL EMPLOYMENT

Location____________ Date____________ Sponsoring Agency(ies)____________

Please answer these questions as honestly and constructively as possible in order to assist in improving these programs.

From an effectiveness point of view, how would you rate the following: (Put an "X" at appropriate points).

	Poor	Fair	Good	Excellent
1. Presentation method	______	______	______	______
2. Subject content	______	______	______	______
3. Instructor	______	______	______	______

For any item above you rated poor or fair, please indicate what you would suggest to improve it. Use back of sheet if needed.____________

Was the training too short? ☐ too long? ☐ just right? ☐ Should the training be given all in one day? ☐ 2 days? ☐ 3 days? ☐ Other____________

Were there any points you disagree with?
What?____________

Why?____________

What do you feel was the single most important benefit you got from this program?

Specific suggestions for improving the program:____________

Specific suggestions for improving the job situation in this area or nationwide:

Specific suggestion not covered in the training that you feel will help professional people find employment:____________

Date submitted____________

AIAA EMPLOYMENT WORKSHOP SURVEY

NAME (optional) ____________________

ADDRESS (optional) ____________________

____

____

AGE 21-24 25-34 35-44 45-54 55+

EDUCATION BS BS+ MS MS+ PHD No Degree

PROFESSIONAL SOCIETY AIAA OTHER NONE

EMPLOYMENT STATUS

Employed in professional capacity. (brief description please)

____

Employed in other capacity
Full Time ____________________
Part Time ____________________

Type of work ____________________

Unemployed

Returned to school
Full Time ____________________
Part Time ____________________

HOW LONG SINCE EMPLOYED IN PROFESSIONAL CAPACITY?

Less than 1 month 2-6 months 7-12 months 1 year +

WHAT WAS SALARY WHEN PROFESSIONALLY EMPLOYED?

$10,000- 10,000-15,000 15,001-20,000 20,001-25,000
over 25,000

IF NOT NOW PROFESSIONALLY EMPLOYED, WHAT PERCENTAGE OF PROFESSIONAL SALARY DO YOU NOW EARN?

Less than 25% 25-50% 50-75% 75-90% 90-100%
More

WHAT KIND OF WORK HAVE YOU FOUND? ____________________

____

____

OVER PLEASE

DO YOU THINK THE WORKSHOP WILL HELP YOU IN YOUR JOB HUNTING EFFORTS?

Yes Perhaps No

HOW DO YOU RATE THE WORKSHOP?(Using a scale of 1- no value,to 10 - excellent)

____

RATE THE THREE SESSIONS AS TO RELATIVE VALUE USING THE SAME SCALE

Session 1______________ Session 2______________ Session 3______________

WHAT IF ANYTHING WILL YOU DO DIFFERENTLY AS A RESULT OF THE WORKSHOP?

____

____

____

____

WHAT HELPED YOU MOST IN THE WORKSHOP?

____

____

____

____

WOULD YOU RECOMMEND THE WORKSHOP TO OTHERS? Yes_____ No_____

PLEASE WRITE YOUR COMMENTS AND SUGGESTIONS FOR IMPROVING THE WORKSHOPS

____

____

____

____

____

____

THANK YOU

APPENDIX K/ATTENDANCE SHEET

ATTENDANCE FORM

CITY________________________

WORKSHOP____________________

Administrator______________________________
(signature)

TOTAL ATTENDANCE: DATES:
Session 1_________ _________
Session 2_________ _________
Session 3_________ _________

		Session 1	Session 2	Session 3
I.D.#	ATTENDEE (print or type)	Attended (✓)	Attended (✓)	Attended (✓)

NOTES:

* In those books not containing the tape, this tape is available on loan, by writing to Mr. Geoffrey A. Potter, A.I.A.A., 1290 Avenue of the Americas, New York, New York 10019.